RAISING FUNDS AND MOBILISING RESOURCES FOR HIV/AIDS WORK

A TOOLKIT TO SUPPORT NGOs/CBOs

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Introduction to the toolkit

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1. What is this toolkit?

This toolkit supports NGOs/CBOs in developing countries to mobilise resources in a strategic and systematic way.

What is this toolkit about?

This toolkit builds on the understanding that mobilising resources (primarily money) is a vital need for any NGO/CBO. However, it can be a daunting task for many of us and can take an unnecessarily large amount of time if not planned well. This toolkit introduces an approach to planning and carrying out resource mobilisation strategically and systematically to ensure that maximum returns are gained for the least effort and that NGOs/CBOs remain true to their missions.

The overall aim of the resource mobilisation toolkit is to: **build the confidence and skills required by NGOs/CBOs to strategically and systematically mobilise resources for HIV/AIDS work.** The toolkit provides a collection of information and skills-building activities which can help NGOs/CBOs to:
- Think imaginatively about different approaches to resource mobilisation
- Learn how to plan resource mobilisation work so that it is needs driven rather than donor driven
- Develop key skills, such as proposal writing and meeting and maintaining relationships with resource providers.

This toolkit focuses on resource mobilisation, rather than fundraising, on the assumption that NGOs/CBOs can benefit from mobilising a range of resources rather than money only; for example, technical assistance, human resources, material goods and free services. 'Resource provider' is a broad term used throughout the toolkit to describe individuals or institutions that provide a range of resources, including money.

The toolkit does not attempt to cover specialised fundraising approaches such as income-generation and fundraising events – however, useful references are provided in the Handouts at the end of Section 3.

Mechanisms:
- Submitting grant proposals
- Special events
- Running a small business
- Soliciting donations
- Unsolicited contributions

RESOURCE MOBILISATION

Resources:
- Money
- Technical assistance
- Human resources
- Material goods
- Free service and facilities

Resource providers:
- International NGOs
- Bilateral and multilateral organisations
- National governments
- Businesses
- Individuals

Raising Funds and Mobilising Resources for HIV/AIDS Work – A Toolkit to Support NGOs and CBOs is one in a series of toolkits and handbooks that are based on the practical technical support experience of the International HIV/AIDS Alliance (the Alliance), their partners and other organisations. The Alliance is an international non-governmental organisation that supports communities in developing countries to make a significant contribution to HIV prevention, AIDS care and support to children affected by the epidemic. Since its establishment in 1993, the Alliance has provided financial and technical support to NGOs and CBOs from more than 40 countries. In addition, the Alliance promotes good practice in community responses to HIV/AIDS more broadly through evaluation, operations research, the development of training materials and tools, as well as policy and advocacy activities.

By distributing these resources widely, the Alliance aims to:
- **Build practical skills** among NGOs/CBOs by using participatory activities and sharing experiences.
- **Provide a training resource** for NGO support programmes, training organisations and individual trainers.
- **Continue learning** about how NGOs/CBOs can successfully mobilise resources for their work.

2. Why and how was this toolkit developed?

Raising Funds and Mobilising Resources for HIV/AIDS Work – A Toolkit to Support NGOs and CBOs documents some of the technical support activities implemented by the Alliance with its partner NGOs/CBOs in developing countries. Key aspects of this approach are that it primarily uses participatory methodologies, it links strategic planning with resource mobilisation, and aims to build practical resource mobilisation skills among NGO/CBO staff. By publishing the toolkit, the Alliance aims to share this approach with other organisations and NGO support providers that might find it useful.

The development of this toolkit has therefore been inspired by the **experiences and ideas of many organisations in many countries.** In particular, this includes the groups that collaborated with the Alliance during the development of the tools and fieldtesting of the toolkit. The resource mobilisation toolkit was originally designed during a Latin America regional workshop held in 2000. For this initial tools development workshop, the Alliance drew heavily on the support and experience of Colectivo Sol, A.C. and their partners in Mexico, Kimirina and their partners in Ecuador, and Group de Incentivo a Vida and Pela Vidda from Brazil. The toolkit was developed further during four comprehensive fieldtests carried out with the National AIDS Foundation (NAF) in Mongolia, Philippines HIV/AIDS NGO Support Program (PHANSuP) in the Philippines, HIV/AIDS/STD Alliance of Bangladesh (HASAB) in Bangladesh, and Palmyrah Workers Development Society (PWDS) in India. Each fieldtest provided an opportunity to learn from local facilitators and participants so that the toolkit could be systematically improved. Special thanks are also given to Boris Cornejo (Fundación Esquel, Ecuador), Choo Phuah and Supanya Lamsam (Alliance Associate Consultants), and Trin Panganiban (Venture For Fund Raising, Philippines).

The Alliance has received support from a range of **international donors** for its resource mobilisation technical support work and toolkit development. These include Merck & Co. Inc., the Bill and Melinda Gates Foundation, the United Kingdom Government's Department for International Development (DIFD), and the United States Agency for International Development (USAID).

3. Who is this toolkit for?

This toolkit is for **people and organisations that support NGOs/CBOs responding to HIV/AIDS in developing countries**. These include NGO support programmes, training institutions and individual trainers. The toolkit can also be used by NGOs/CBOs themselves to implement training within their organisations.

It is important that people using this toolkit already have some basic facilitation skills, for example in guiding large group discussions and small group activities. It is also helpful if they have some previous experience of resource mobilisation and work around HIV/AIDS (although the latter is not essential).

The following additional resources can be found in the front pocket of the toolkit:
- *A Facilitators' Guide to Participatory Workshops with NGOs/CBOs Responding to HIV/AIDS* which provides some ideas that will be useful for facilitating the type of workshop described in this toolkit. These ideas include how to prepare for a participatory workshop and how to prepare and facilitate participatory activities.
- *100 Ways to Energise Groups: Games to Use in Workshops, Meetings and the Community* which documents 100 energisers for use during participatory technical support activities.
- A CD-ROM with the following toolkits: *Pathways to Partnerships, Documenting and Communicating HIV/AIDS Work, Raising Funds and Mobilising Resources for HIV/AIDS Work, and Advocacy in Action.*

All these publications can be downloaded from the Alliance website: **www.aidsalliance.org.**

4. How can this toolkit be used?

This toolkit is designed to be **flexible** so that facilitators can tailor the work schedule to meet the needs of different NGOs/CBOs. For example, some groups may want to have a training workshop in which they do most of the activities in one go, while others may want to use a selection of activities over a period of time, or to focus on one or two activities to meet a specific, urgent need.

The toolkit describes a range of participatory activities which can be carried out to build skills – however, facilitators may want to include time in workshops for external speakers or experienced facilitators to provide information on key topics. Although not essential, it may be beneficial to carry out some research on the resource providers that exist prior to the workshop. This will help inform the discussions and make the action planning more realistic and focused.

During fieldtesting, the activities in this toolkit were carried out in a creative way – using plenty of colour, local materials, and imagination. Some photographs have been included in the toolkit to try to reflect the nature of the activities. Many of the completed examples that are included have, however, been copied into tables and charts so that the information they contain is represented clearly. Because these toolkits are sometimes photocopied we cannot rely on photographs, which often do not reproduce well.

For most of the toolkit, facilitators can use the activities with **either an individual NGO/CBO or a group of NGOs/CBOs**. However, for Section 2, it is more valuable for participants to work with colleagues from their own organisation, because planning resource mobilisation work needs to be specific to each NGO/CBO. During workshop fieldtesting, the Alliance has found that it is beneficial if more than one individual from each organisation attends a workshop – staff members that were typically invited included two of the following: the Executive Director, Programme Manager, Board Member, Fundraising Officer or Finance Manager.

This toolkit can be used with **NGOs/CBOs with different levels of experience** in resource mobilisation. However, there is some recommended workshop preparation work that is described in Section 2.2 which some NGOs/CBOs may need support to undertake and require feedback on prior to the workshop. It may also be useful to ask participants to bring budgets/financial information to a workshop.

5. What is in the sections of this toolkit?

Following this Introduction to the toolkit, the remainder of the toolkit is divided into the following sections:

Section 1: Introducing a resource mobilisation framework
Section 2: Developing planning skills for resource mobilisation work
Section 3: Building practical resource mobilisation skills

Section 1 introduces a framework to understand the three key components of resource mobilisation – resource providers, resources and mechanisms for resource mobilisation. This framework is then used to relate these three components to the local context, i.e., to identify what kind of resources are needed, what kind of mechanisms work, and what kind of resource providers exist.

Section 2 follows a five-step process for planning resource mobilisation work systematically and strategically. The steps begin with strategic planning, which leads to identifying the resources that are needed; then realistic and viable resource mobilisation mechanisms need to be considered and the full range of potential resource providers identified and researched. Finally, the last step brings all this information together to form a resource mobilisation action plan. **To implement this section of the toolkit in a workshop setting, participants should**

complete the Strategic Planning Worksheet with their colleagues prior to
the workshop. The worksheet is linked to Activity 2.2 and can be found at the end
of Section 2.

Section 3 provides information and activities which aim to build practical skills for actually
carrying out resource mobilisation work. The three key skills that are covered include preparing
to meet resource providers, developing and following up proposals, and maintaining
relationships with resource providers. This section of the toolkit does not include skills building
for income generation or fundraising events – these are specialised areas of work which are
beyond the scope of this toolkit. Useful references and organisations are referenced instead.

The contents of most of the sections of the toolkit follow the format below:

Aim	– stating what the activity is designed to achieve.
Introduction	– explaining the subject area and the key issues involved.
Instructions	– outlining the steps to take to complete the activity, and the key questions to consider.
Facilitators' notes	– sharing 'useful ideas' about how to successfully guide participants through the activity.
Example	– showing how an NGO/CBO has put the activity into practice.

Facilitators can read through the **Aim** and **Introduction** for each subject and use them as
the basis for an initial group discussion or introduction. They can then work through the
Instructions for the activity, using the **Facilitators' notes** to avoid possible pitfalls. Finally, they
can use the **Example** to clarify any points that are unclear. It is important to note that, although
the ideas and activities in this toolkit have been tried and tested by the International HIV/AIDS
Alliance, its partners and others, they do not try to provide 'perfect' examples of how things
should be done. Therefore, the **Instructions** should not be followed 'word for word'
and should, instead, be adapted to participants' specific needs, skills and interests. Also, the
Examples should be seen as just one way that the activity can be put into action – as
opposed to the 'perfect way'.

Handouts can be found at the back of each section. These aim to provide additional
information and worksheets to support some of the activities. Facilitators can use them in
a number of different ways. For example, they can read them beforehand to help prepare
themselves for the activities, or share them with participants, for example by copying them
on to overhead transparencies or by making photocopies.

6. How long does this toolkit take to use?

The activities in the toolkit are designed to be adapted rather than implemented exactly as written and laid out. However, as a guide, provided alongside each activity in this toolkit is an estimation of how long it will take to complete. These estimations are based on the Alliance's experience of using the toolkit in workshops with 20-30 participants. In practice, facilitators can make the activities shorter or longer, depending on the time available and the level of skills and interest of the participants.

Most of the activities in the toolkit can be covered in a five-day workshop. This provides enough time to introduce the Alliance resource mobilisation framework, develop skills for planning resource mobilisation work strategically, make a strategic resource mobilisation action plan and develop key practical resource mobilisation skills.

7. What materials are needed to use this toolkit?

All of the activities in this toolkit can be used with a small number of simple resources. These are:
• Large sheets of blank paper (flip-chart or manila paper)
• Small pieces of blank paper
• Thick pens
• Sticky tape, Blu-Tack or Sticky Stuff.

Most of all, both facilitators and participants will need enthusiasm, energy and creativity!

> **"This workshop has shown us how to approach resource providers using the right mechanism. I didn't think there was a way for us to mobilise resources but, thanks to this workshop, I am going back to my organisation to do it."**
>
> Comment made by a participant during a resource mobilisation workshop held in Dhaka, Bangladesh, February 2002.

Example Workshop Schedule

RESOURCE MOBILISATION SKILLS-BUILDING WORKSHOP FOR HIV/AIDS WORK
FEBRUARY 2002, DHAKA, BANGLADESH

Day 1	Day 2	Day 3	Day 4	Day 5
• Registration • Welcome • Introductions, expectations and ground rules	• Participant recap • Session 2.1: Planning steps for resource mobilisation work • Session 2.2: Developing a strategic plan	• Participant recap • Group presentations on Session 2.4 • Session 2.5: Identifying and researching different resource providers	• Participant recap • Session 3.1: Meeting resource providers – preparing to meet resource providers	• Participant recap • Session 3.3: Maintaining relationships with resource providers
Tea	**Working Tea**	**Tea**	**Tea**	**Tea**
• Session 1.1: Exploring a conceptual framework for resource mobilisation • Session 1.2: Identifying different kinds of resources	• Continue session 2.2 • Session 2.3: Reviewing current organisational resource situation and identifying resource gaps	• Continue Session 2.5: Researching information about resource providers	• Role-playing meetings with resource providers	• Workshop reflections and follow-up discussion • Workshop evaluation • Workshop close
Lunch	**Lunch**	**Lunch**	**Lunch**	**Lunch**
• Session 1.3: Exploring different mechanisms for resource mobilisation • Session 1.4: Understanding different resource providers	• Continue Session 2.3	• Session 2.6: Preparing and creating a resource mobilisation plan	• Continue role-playing meetings with resource providers and discussion	• Facilitators' debriefing and allocation of workshop follow-up actions
Working Tea	**Tea**	**Tea**	**Tea**	
• Continue Session 1.4	• Session 2.4: Researching resource mobilisation mechanisms	• Continue Session 2.6 • Introduce the concept note	• Session 3.2: Developing and following up a winning proposal	
Recap group meetings Facilitators' meeting	**Recap group meetings Facilitators' meeting**	**Concept note homework Recap group meetings Facilitators' meeting**	**Recap group meetings Facilitators' meeting**	

Your notes

Introducing a resource mobilisation framework

Contents

Summary of Section 1

Section 1 outlines the important difference between fundraising and resource mobilisation, and why this toolkit has focused on the latter. It introduces a framework to understand resource mobilisation as three key components – resource providers, resources and mechanisms for resource mobilisation. This framework is then used to relate these three components to the local context – what kind of resources are needed, what kind of mechanisms work, and what kind of resource providers exist.

Section 1 not only sets the scene for the participants by introducing a conceptual framework for resource mobilisation, but also begins the process of studying the resource mobilisation environment they work in. For this reason, it is important that the topics within Section 1 are covered – at least in theory if not necessarily as full activities. Some of the activities in Section 2 build on the activities in Section 1 – therefore it is best to read the whole toolkit through before deciding which activities and sections to focus on or adapt.

All of the activities in this section can be carried out in mixed groups rather than groups of individuals from the same organisation. Since much of Section 2 involves working in organisational small groups, having mixed groups for this section can increase variety and the opportunity for cross-learning.

During the fieldtesting of this toolkit it became clear that the outputs of this section vary greatly from country to country. We recommend that you read through Section 1 before deciding whether the activities in Section 1 would be better merged into one or whether the described series of activities would be more appropriate. In some countries it is possible to keep the first activity broad in focus, moving to more detailed analysis in the latter sections. However, in others it was considered easier to start with detailed ideas, followed by organising the ideas into broader categories.

ACTIVITY
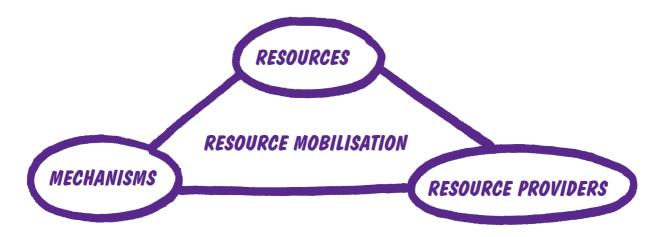
1.1. Aim: To understand what resource mobilisation is and develop a working definition

Introduction   Timing: 1 hour 30 minutes

Resource mobilisation is about an organisation getting the resources that are needed to be able to do the work it has planned. Resource mobilisation is more that just fundraising – it is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms. Resource mobilisation can therefore be conceptualised as a combination of:

- **RESOURCES** which are different kinds of things that are needed
- **MECHANISMS** which are different ways of directly getting resources
- **RESOURCE PROVIDERS** which are different people/organisations that provide resources.

Instructions   Timing: 1 hour

1 Explain the aim of the activity to the participants.
2 Introduce the resource mobilisation framework to the participants.
3 Divide the participants into two mixed groups.
4 Ask each group to define each of the elements of the framework – **Resources**, **Mechanisms** and **Resource Providers** – by brainstorming a list of broad categories that could be included under each (see example on opposite page). A Handout is provided at the end of Section 1 if necessary.
5 Using this information, ask each group to write a definition for resource mobilisation.
6 Ask each group to present their broad categories and definitions.
7 Discuss the outputs of the group work to ensure that each group has understood the terms.
8 Using the two definitions of resource mobilisation, develop a joint 'working definition' and display this on the wall for the remainder of the workshop.
9 Facilitate a discussion based on the following questions:
   ? In what way is resource mobilisation different from fundraising? How does this framework help to broaden ideas for resource mobilisation?
   ? Which element of the framework was the hardest to define? Why?
10 Close the activity by summarising the key points the participants should remember.

Facilitators' notes

! When introducing the framework it may be necessary to actually explain the words 'resources', 'mechanisms' and 'resource providers'. If necessary, clarify their meaning by providing some examples from the completed example.

! When the participants are developing the lists under each part of the framework, encourage them to think of broad categories rather than detailed ideas. Give them an example if necessary: i.e., under resource providers, one grouping would be the business sector/corporate sector.

! There may be a considerable amount of discussion concerning the groupings under each part of the framework. This is usual – however, try to draw the discussion to a conclusion within a reasonable timeframe. If there is still disagreement, explain that each organisation can develop their own list for use within their organisation – these lists are only needed for common understanding during the workshop.

Example of Activity 1.1: By local NGOs/CBOs based in Mongolia

Mechanisms:
- Submitting grant proposals
- Special events
- Running a small business
- Soliciting donations
- Unsolicited contributions

RESOURCE MOBILISATION

Resources:
- Money
- Technical assistance
- Human resources
- Material goods
- Free service and facilities

Resource providers:
- International NGOs
- Bilateral and multilateral organisations
- National governments
- Businesses
- Individuals

Working definition for resource mobilisation

'**Resource mobilisation**' is the process of getting resources, from resource providers, using different mechanisms, to implement the organisations' work.

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

1.2. Aim: To brainstorm the different kinds of resources that can be mobilised

Introduction

Resource mobilisation is often considered to be an alternative word for fundraising. In fact fundraising is only one part of resource mobilisation, which is the process of getting a broad range of resources for an organisation.

Money is one of the key resources that all NGOs/CBOs need to be able to function and carry out their work. However, there are other resources that are also useful. It is important to try and access a range of resources as this will help organisations to save money and also enable them to access a broader range of resource providers and opportunities.

Before planning resource mobilisation work it is useful to spend a short amount of time thinking about the range of resources that organisations can use.

Instructions   Timing: 1 hour

1   Explain the aim of the activity to the participants.
2   Divide the participants into two mixed groups.
3   Using the list of resources developed in Section 1.1, ask each group to make this list more detailed – for example, money might be split into: money for project; core costs; grant giving, etc.
4   Ask each group to present their work.
5   Using the work from both groups, develop one list of useful potential resources and stick this to the wall for the duration of the workshop.
6   Facilitate a discussion based on the following question:
    ? Why is it useful to think of the broad range of resources that can be mobilised?
7   Close the activity by summarising what has been learned and shared, and the key points for the participants to remember.

Facilitators' notes

!   If the participants identified a detailed list of ideas during Activity 1.1 instead of broad categories, you may need to begin by working with the groups to identify broad categories, and then ask them to identify more specific elements under each.
!   This activity works equally well working with the whole group in a plenary.

Example of Activity 1.2: By local NGOs/CBOs based in Ecuador

Material goods:

- ✔ Office or service equipment
- ✔ Condoms
- ✔ Needles
- ✔ Drugs
- ✔ Training materials
- ✔ Vehicles

Technical Assistance:

- ✔ Training
- ✔ Programmatic technical input
- ✔ Organisational technical input
- ✔ Ad hoc support from experts (trainer/facilitators)
- ✔ Study visits
- ✔ Scholarships
- ✔ Publications

Free service and facilities:

- ✔ Office space
- ✔ Equipment
- ✔ Training facilities
- ✔ Transportation
- ✔ Publishing and printing

Money:

- ✔ Money for grant-giving
- ✔ Project money
- ✔ Core money

Human Resources:

- ✔ Regular volunteers
- ✔ Secondees (nurses/doctors/counsellors)
- ✔ Free consultancy

Reference: Adapted from a workshop held in Quito, Ecuador, May 2001.

1.3. Aim: To identify different kinds of resource mobilisation mechanisms

Introduction

Resource mobilisation mechanisms are the ways that resources can be mobilised from resource providers. Mechanisms are the actual processes of requesting or getting resources – for example, writing proposals, holding a fundraising event, selling services, face-to-face meetings.

Identifying different resource mobilisation mechanisms is one way for NGOs/CBOs to broaden their understanding of resource mobilisation and diversify their approaches beyond writing proposals. Determining which resource mobilisation mechanisms are realistic is highly context specific and this activity will help identify mechanisms that are appropriate to a country or a local setting. Activity 2.4 will then allow the participants to study each mechanism in more detail and determine which are realistic for their own organisations.

Instructions   Timing: 1 hour

1 Explain the aim of the activity to the participants.
2 Using the list of broad mechanisms developed as part of Section 1.1, work with the whole group to brainstorm a detailed list of different resource mobilisation mechanisms.
3 Facilitate a discussion with the whole group based on the following questions:
  ? Do you have any experiences of particularly innovative resource mobilisation mechanisms that you could share?
  ? What would you need to consider before trying any new resource mobilisation mechanisms?
4 Close the activity by summarising the key findings and points of discussion that have arisen.

Facilitators' notes

! When developing the detailed list of mechanisms for resource mobilisation, it does not matter how many are listed. However, try to group any ideas that are actually the same mechanism with a slightly different focus, otherwise this will be duplicative – for example, renting out office chairs, renting out office space.

! Some participants may suggest 'Cause Related Marketing' – this is the process of improving the sale of a product to further a social cause, for example, selling condoms to help reduce the incidence of sexually transmitted infections (STIs) and HIV. In terms of resource mobilisation, it can also be a way of generating money. 'Cause Related Marketing' provides money and fulfills a programmatic (or cause-related) objective. This approach does, however, require specialised skills and training to ensure the quality of the programmatic outcome.

Example of Activity 1.3: By local NGOs/CBOs based in the Philippines

Brainstormed detailed list of mechanisms:

Submitting grant proposals
→ Responding to requests for proposals
- as an individual NGO/CBO
- as an NGO consortium
- as a multisectoral consortium

→ Unsolicited proposals
- full proposals
- concept notes
- NGO consortium proposals
- as a multisectoral consortium

Special events
→ Programmatic related money generating events, for example, World AIDS Day rallies
→ Non-programmatic related money generating events, for example, cultural events

Running a small business
→ Renting assets
→ Selling services
→ Selling products
→ Social marketing

Soliciting donations
→ Direct mail (including for sponsorship programmes, pledged giving)
→ Donation box
→ Corporate tie-ins
→ Major gifts, legacies, endowments
→ Planned giving
→ Direct response TV/print/telethon
→ Internet

Unsolicited contributions

Reference: Adapted from a resource mobilisation workshop held in Cagayan de Oro City, Philippines, April 2001.

1.4. Aim: Understanding what motivates resource providers

Introduction

It is very difficult to generalise the motives of different resource providers. However, by considering what motivates resource providers to give resources, NGOs/CBOs can clearly explain the benefits to providers rather than just ask for resources. This will also help the NGOs/CBOs to identify the possible consequences of accepting resources from different providers and ethical issues involved.

Activity 1.4A Understanding what motivates resource providers

Instructions   Timing: 1 hour 30 minutes

1 Facilitate a brainstorm with the whole group based on the following questions:
   ? What do we mean by resource providers' motivations? (Collect a few examples to check understanding.)
   ? What broad categories of motivations do resource providers have?

2 Draw a blank version of the table shown in the Example of activity and explain how the table can be used. Write the resource provider categories from Activity 1.1 in the first column of the table and the broad categories of motivations identified in the top row of the table.

3 In small groups, or as a whole group, ask the participants to consider the extent to which each motivation might influence each resource provider to give resources using the scoring system (1 minor – 5 major). They should be thinking in general terms rather than about motivations for giving resources to NGOs/CBOs working on HIV/AIDS. Ask the participants to write their scores on Post-it Notes and place them in the table so that they can change their scores as a result of the discussion.

4 Facilitate a discussion with the whole group based on the information in the table(s).

Facilitators' notes

! You can use the broad categories of 'motivations' identified by the participants or the ones provided in the column headings of the table below. The ones provided by the participants are more likely to be realistic and context specific.

! The results of Activity 1.4A always vary enormously depending on the country. If there are participants from more than one country, divide them by the country to carry out the activity.

! These activities are designed to generate debate. The aim of the activity is not therefore to come to a consensus on these issues.

! It may be possible to carryout Activity 2.5A at this stage if it is considered to be more appropriate. However, it is important to highlight that identifying resource providers is a key part of the planning for resource mobilisation work, which is why it is included as a logical step within Section 2.

Example of Activity 1.4A: By local NGOs/CBOs based in Bangladesh

Scoring scheme:
The extent to which the motivation
influences the provision of resources

Minor				Major
1	2	3	4	5

	International NGOs	Bilaterals and Multilaterals	Government	Businesses	Individuals	Community	Institutions	Membership associations
Achieve programmatic goals	5	4	5	0	2	4	3	2
Influence a market	1	4	1	5	0	2	0	0
Make a contribution	3	2	3	2	4	5	2	5
Gain tax exemption	0	0	0	5	3	0	5	0
Influence political relations	3	5	4	3	1	2	0	1
Influence opinions of beneficiaries	0	1	1	3	0	1	0	0
Impact on policy decisions	3	5	5	2	1	0	0	1
Religious reasons	4	1	3	3	4	3	0	1

Reference: Adapted from a resource mobilisation workshop held in Dhaka, Bangladesh, February 2002.

1.4. Aim: Understanding what motivates resource providers

Activity 1.4B Analysing how resource provider motivations affect NGO/CBO resource mobilisation for HIV/AIDS work

Instructions   Timing: 1 hour

1 Divide the participants into mixed groups, explain the following questions and ask them to discuss the questions and document their answers:
   - **?** How do the different motivations of resource providers affect their willingness to provide resources to NGOs/CBOs working on HIV/AIDS?
   - **?** How do the different motivations of resource providers affect what they want in return for the resources they provide to NGOs/CBOs?
   - **?** What should NGOs/CBOs consider when deciding whether the motivations of different resource providers will affect the agenda or the principles of their NGO/CBO working on HIV/AIDS?
   - **?** How do the different motivations of resource providers affect the different kinds of resources that they may give to NGOs/CBOs working on HIV/AIDS?

2 If there is time, ask each group to present their work.

3 Close the activity by summarising the key points that have been discussed and key points for the participants to remember.

Facilitators' note

It may be necessary to reword these questions in different contexts.

! At the end of this activity, if the whole of Section 1 has been covered, this is a good point to reflect on the resource mobilisation framework and ask the participants if they have any questions.

Example of Activity 1.4B: By NGOs based in Bangladesh

Analysing how resource provider motivations affect NGO/CBO resource mobilisation for HIV/AIDS work

? How do the different motivations of resource providers affect their willingness to provide resources to NGOs/CBOs working on HIV/AIDS?
- Some providers (businesses) may see HIV/AIDS as a threatening subject working with 'unpopular' groups
- Some see HIV/AIDS as just one development subject that needs to be tackled
- Some think that NGOs/CBOs are in a good position to tackle HIV/AIDS issues as they work with the community and beneficiaries directly and can approach target groups

? How do the different motivations of resource providers affect what they want in return for the resources they provide to NGO/CBOs?
- Some (international NGOs) want us to write detailed descriptions of our work showing how we work with beneficiaries
- Some (businesses) want us to show their mechandise being used in the community – equipment, condoms, etc.
- Some (embassies) are often interested to actually see the work and want to be able to visit (our projects) and take photographs and talk to beneficiaries

? What should NGOs/CBOs consider when deciding whether the motivations of different resource providers will affect the agenda or the principles of the NGO/CBO working on HIV/AIDS?
- We should know whether they are going to want to change our projects to meet their needs
- We should consider ethics of taking money from providers that might have ulterior motives or that might want to quieten our advocacy
- We should see whether they offer enough resources to balance what they want in return from us

? How do the different motivations of resource providers affect the different kinds of resources that they may give to NGOs/CBOs working on HIV/AIDS?
- Some providers are all about getting money to NGOs
- Some businesses want us to advertise their mechandise so they only give us their products
- Some providers don't have money to give to us but want to help (other NGOs) – they offer us a range of resources like equipment, technical assistance and office/workshop space at reduce cost or free

Reference: Adapted from a resource mobilisation workshop held in Dhaka, Bangladesh, February 2002.

MECHANISMS:
Different ways of getting resources

RESOURCE MOBILISATION

RESOURCES:
Different kinds of things that are needed

RESOURCE PROVIDERS:
Different people/organisations that provide resources

Developing skills for planning resource mobilisation work

Section 2

Contents

Summary of Section 2

Section 2 introduces one approach to planning resource mobilisation work which is both systematic and strategic. It follows a simple five-step process, which begins with strategic planning as an essential first step for any resource mobilisation work. Once a strategic plan is developed, organisations can clearly identify the resource(s) that they actually need and should focus on getting. Once this is achieved, NGOs/CBOs need to identify which resource mobilisation mechanisms are realistic means of mobilising the resource(s) they need. Once a realistic list of mechanisms has been identified, organisations are in a position to identify the potential resource providers that exist for these mechanisms. Finally, the last step brings all this information together to form a resource mobilisation action plan.

Many of the activities in this section are linked – one activity builds on the one before. Therefore most of the activities need to be carried out to learn the whole process; however, Activities 2.3B and 2.5B are not essential to the sequence.

Apart from within Section 2.1 all the activities in Section 2 should ideally be carried out by groups of individuals from the same organisation. This is because resource mobilisation plans are specific to each organisation as they should be based on the organisation's strategic plan and not the resources readily known to be available.

It is preferable that the strategic planning worksheet linked to Activity 2.2 is completed by participants with their colleagues <u>prior</u> to the technical support activity.

2.1. Aim: To identify what steps need to be undertaken to prepare for resource mobilisation work

Introduction

Resource mobilisation planning steps are not the same as an action plan. Planning steps are a number of key areas that should be explored before developing a strategic resource mobilisation action plan. Identifying key planning steps can help us to see resource mobilisation as a strategic process which requires both careful planning and key skills. Consequently, managing these steps well is one way to increase the success of resource mobilisation work.

Instructions   Timing: 1 hour

1 Explain the aim of the activity to the participants.

2 Prepare one set of cards with the following steps written in large letters and put them where the participants cannot see them:
- Developing a strategic plan
- Reviewing current organisational resource situation and identifying resource gaps
- Researching resource mobilisation mechanisms
- Identifying and researching different resource providers
- Preparing and creating a resource mobilisation action plan

3 Divide participants into mixed groups. Ask them to write on **separate** pieces of paper the main steps for **planning** strategic resource mobilisation work.

4 Stick the above prepared set of cards from Instruction 2 in a line along the wall (in the order shown above) with plenty of space under each. Explain each step.

5 Ask the participants to stick their steps under the matching steps on the wall. If some of their steps do not match then stick them to one side.

6 Facilitate a discussion with the participants based on the following questions:
- **?** Why is it important to consider the key planning steps involved in strategic resource mobilisation work?
- **?** Can any of the steps stuck to one side be matched to the given steps?
- **?** Do you agree with the order of the steps? Do you think there is one correct sequence for the steps?
- **?** Why is it important to develop a strategic plan before creating a resource mobilisation action plan?

7 After the discussion, ensure that any steps that were stuck to one side are either matched or new steps created and that you have explained whether they will be covered during the training.

Facilitators' notes

! The activity aims to help the participants think of the key planning steps that are necessary to develop a **strategic** resource mobilisation action plan. If participants do not identify strategic planning as an initial step then take time to explain why this is necessary. This is important so that NGOs/CBOs mobilise resources based on their needs rather than pursue the interests solely of resource providers.

! Some participants may question the order of the steps on the wall. Explain that they are ordered in **one** logical way. The order of the steps may vary depending on the range of potential resource providers and the awareness of NGOs/CBOs of their resource mobilisation skills and viable mechanisms. Explain that strategic planning should come first and developing a resource mobilisation action plan should come later, once adequate planning and research has taken place.

! Emphasise the need to continuously adjust their resource mobilisation action plans as more information about resource providers is collated and the strategic direction of the organisation evolves.

Example of Activity 1.1: By local NGOs/CBOs based in the Philippines

5 Preparing and creating a resource mobilisation action plan
- Conceptualisation
- Assess capabilities and identify institutions
- Assess NGO capability and potential of mechanisms
- Mapping resource providers
- Identification of the mechanisms to get resources

4 Identifying and researching different resource providers
- Resource mobilisation, linking and farming out to different funders (for example, different activities to different resource providers)
- Identification of resource providers
- Looking for alternative funders
- Classifying resource providers
- Research details of resource providers

3 Researching resource mobilisation mechanisms

2 Reviewing current organisational resource situation and identifying resource gaps
- Identifying resources needed
- Analysis of what might be needed in the near future

1 Developing a strategic plan
- Review strategic plan
- Programme development
- Needs assessment (participatory)

Reference: Adapted from a resource mobilisation workshop held in Cagayan de Oro City, Philippines, April 2001.

2.2. Aim: To develop an organisational strategic plan and link this to resource mobilisation work

Introduction

NGOs/CBOs are usually motivated by a vision of how a social, environmental or political situation can be improved. In order to think strategically about how the organisation will achieve this vision, many organisations develop an organisational strategic plan which explains the different levels of achievements the organisation hopes to accomplish over time (usually 3-5 years). These different levels of achievements include the mission, goals and objectives (and sometimes strategies) – moving from overall level (mission) to more specific levels (goals and objectives).

Instructions   Timing: 2-3 hours

1 **Before the workshop, ask each of the participating organisations to fill in the strategic planning worksheet (see Handouts at the end of Section 2) with their colleagues prior to the workshop.**
2 Introduce the activity by clarifying the definitions of 'mission', 'goals', and 'objectives' (and 'strategies') and how these aspects of a strategic plan can be seen as different conceptual levels (use the strategic planning worksheet).
3 If they have developed their strategic plans, check all the plans to make sure that they are clear and move on to Instruction 5.
4 If they have not completed their strategic plans, facilitate a session so that the participants can develop a rough strategic plan.
5 Divide the participants into groups by NGO/CBO and ask each to write out their mission, goals and objectives (also strategies and activities) on separate pieces of card. Ask them to arrange their strategic plans in **priority order** as follows:

```
Mission
Goal 1
            Objective 1
                        Strategies – activities
            Objective 2
                        Strategies – activities
Goal 2
            Objective 1
                        Strategies – activities
            Objective 2
                        Strategies – activities
```

6 Ask the participants to display their strategic plans for others to review. Take this opportunity to provide feedback to NGOs/CBOs individually and help those that have not finished.
7 Facilitate a discussion using the following kinds of questions:
   ? Who might be involved in developing a strategic plan?
   ? Why is it useful to break down your work into the mission, goals and objectives (also strategies and activities)?

Facilitators' notes

! Make sure that the participants develop a forward-thinking strategic plan rather than one that documents their past activities.

! Make sure that the strategic plans have objectives that contribute to each goal, and that their goals help achieve their mission. Encourage the groups to write their objectives in a SMART way (see Strategic Planning Worksheet). If some strategic plans are weak these participants could work with a stronger organisations for steps 2.3 to 2.6. In this way they can learn the process which they can then repeat after the workshop.

! The terms 'mission' 'goals' and 'objectives' may vary across countries and organisations. Explain that the terms merely help to identify different levels of achievement and they may wish to use different terms within their own organisations after the workshop.

! Make it clear to the participants that organisations can have any number of goals and objectives within their strategic plan.

! It is important that time is not spent debating the programmatic ideas in the strategic plans.

Example of Activity 2.2: By Al-Farah, an NGO based in Bangladesh

Al-Falah Bangladesh

Mission: To improve the quality of life of the Bihari community who live in refugee-like camp situation in Bangladesh and increase their access to health facilities, economic opportunities and cultural activities

Goal 1: To reduce the vulnerability of the Bihari community who live in the six camps located under Dhaka City Corp. Ward No. 42, 44 and 45 of Mohammadpur to the risk of such behaviours that lead to STI and HIV/AIDS within the three-year period

Objective 1: To strengthen existing facilities of Treatment and Counselling and referral systems and programmes, mechanisms for condom promotion, health education and community awareness on HIV/AIDS and encourage community participation in field-based interventions to reach an estimated 5,000 men, women, youth and adolescents of the community within three years' time

Strategies:
- Treatment and counselling to STI patients/MSM through base and satellite clinics
- Awareness through one-to-one/group meetings/cultural and educational programmes
- Advocacy with community/religious leaders
- Awards for peer educators/shop keepers for condom promotion
- Workshops/seminars
- Linkage with government and partner NGOs programme
- Capacity-building

Objective 2: To provide psychological support to the identified groups of 25 MSM in the community and other vulnerable and marginalised groups within the community, such as sex workers, street children, drug users and STI patients, and to establish linkage with GOs/NGOs care and support programmes within the three-year period

Reference: Adapted from a resource mobilisation workshop held in Dhaka, Bangladesh, February 2002.

2.3. Aim: To review an organisation's current resource situation and sustainability, and to identify resource gaps in relation to the NGO's/CBO's strategic plans

Introduction

It is useful for NGOs/CBOs to review their current resource situation to be able to plan their resource mobilisation work better. This involves looking at what resources they currently have, how long they will last, and the conditions attached to the resources (i.e., restricted or unrestricted money, goods branding).

Unrestricted   Resources that can be used for any purpose by an NGO/CBO

Restricted   Resources that can only be used for the purpose(s) agreed with the resource provider

By comparing the resource you have with what you want to achieve (strategic plans), it is possible to identify our strategic resource gaps. These resource gaps can then form the basis of a strategic resource mobilisation action plan.

Activity 2.3A: Reviewing your current organisational resource situation using a timeline

Instructions   Timing: 1 hour 30 minutes

1   Explain to the participants that they will be drawing a timeline indicating the time along the bottom axis and listing the current resource providers down the vertical axis. For each resource provider, they will show how long they have committed resources for and write what the resources are along this line on the timeline. This should indicate whether their committed money is restricted or unrestricted.
2   Ask the participants to describe the difference between restricted and unrestricted money.
3   Divide the participants by NGO/CBO and give them a copy of the Handout in the Handouts section at the end of Section 2 which shows the timeline. (The handout is the same as the completed example opposite.)
4   Ask some of the groups to present their work.
5   Facilitate a discussion based on the following questions:
    ? How can you assess the sustainability of your organisation from these timelines?
    ? Why is it relevant whether money is restricted or unrestricted, and when these funds are available until?
    ? What range of resources, resource providers and mechanisms have currently been accessed? (Refer back to categories listed in section 1.1.)
6   Close the activity by summarising the key points for the participants to remember.

Example of Activity 2.3A: By Community Health and Development Inc. (ComDev), an NGO based in the Philippines

RESOURCE PROVIDER	TIMELINE					RESTRICTED/ UNRESTRICTED MONEY
	2001	**2002**	**2003**	**2004**	**2005**	
Multilateral/bilaterals						
• USAID/John Snow International						Unrestricted
Pesos 2.8 million						
• Packard Foundation						Restricted
Pesos 1.5 million						
Government						
• City Government						Restricted
Pesos 100,000 annually						
National not-for-profit organisations						
• Philippines Business Social Progress						
Medical kits						
Socio-civic organisations						
• Rotary						
Medals for school-based peer educators						
ComDev						
• Franchise fees						Unrestricted
Pesos 500 x 30 clinics per month						
• Membership fees						Unrestricted
Pesos 1,000 annual registration x 30 clinics						

Reference: Adapted from a resource mobilisation workshop held in Cagayan de Oro City, Mindanao, Philippines, April 2001.

2.3. Aim: To review an organisation's current resource situation and sustainability, and to identify resource gaps in relation to the NGO's/CBO's strategic plans

Activity 2.3B: Reflecting on your current resource sustainability

Instructions   Timing: 1 hour

1 Introduce the aim of the activity to the participants.

2 Facilitate a discussion with the whole group based on the following questions:
   - **?** What does sustainability mean?
   - **?** Why is sustainability an important issue for NGOs/CBOs?
   - **?** How does resource mobilisation link to this?

3 Divide the participants by NGO/CBO.

4 Explain the following sustainability pie charts to the participants using explanations below and the example pie charts:

   Provider Dependency Chart shows the percentage of total resources received from each provider. An estimated value is assigned to in-kind support and technical assistance. This shows who the main resource providers are, and how dependent the NGO/CBO is on these providers, relative to others.

   Resource Allocation Chart shows how the resources received are allocated to restricted or unrestricted costs.

5 Ask the NGOs/CBOs to develop the charts for their NGOs/CBOs based on their current committed resources.

6 Ask some of the NGOs/CBOs to present their charts and facilitate a discussion by asking the following questions:
   - **?** Do you have a large amount of resources from one resource provider? Does your Provider Dependency Chart reflect what you consider a 'broad resource base' (where you have a number of different resource providers so that you are not reliant on one or a few)?
   - **?** What does your Resource Allocation Chart show? What are the consequences of different patterns of resource allocation? What balance of expenditure do you think resource providers prefer?
   - **?** In the Resource Allocation Chart which area of expenditure most urgently needs resources?

7 Close the activity by summarising the key points.

Facilitators' notes

The charts, as with all these activities, can be completed by the participants using rough estimates during the workshop and developed further after the workshop with their colleagues. Some participants may be reluctant to share this kind of information with the whole group for confidentiality reasons.

! An additional chart can be made which shows what resources an NGO/CBO has divided into 'money', 'in-kind' and 'technical assistance'.

! The participants may need a drawn example to help them to develop the pie charts.

Example of Activity 2.3B: By LA RED, an NGO based in Mexico

Resource Provider Dependency Chart

■	CIDA	40%
■	International HIV/AIDS Alliance	32%
■	Condesa Clinic	2%
■	Self-generated	13%
■	Embassy	13%

Resource Allocation Chart

■	Unrestricted	18%
■	Activity	47%
■	Core	35%

Reference: Adapted from a resource mobilisation workshop held in Cuernavaca, Mexico, January 2001.

2.3. Aim: To review an organisation's current resource situation and sustainability, and to identify resource gaps in relation to the NGO's/CBO's strategic plans

Activity 2.3C: Identifying your resource gaps

Instructions   Timing: 2 hours

1   Divide participants into groups by NGO/CBO.

2   Using the completed example, if necessary, explain to the participants how to identify their resource gaps using the following instructions:

- Write your mission, goals and objectives in a column on a piece of flip-chart paper as shown in the Example or use the cards developed in Section 2.2.
- Draw three more columns and write the titles – Money, Other resources and Resource gaps – as in the example.
- Identify the **existing committed** resources your NGO has for each of your **objectives** (and strategies if you have them) for the next three years. Write the name of the resource provider and resources provided in the relevant columns. Include any allocated unrestricted resources.
- In the Resource gap column write what resources are needed to achieve the objective. Identify the specific resources and say what is **needed**, for example, 'US $10,000 to scale up the sex worker project to cover all target areas of Dhaka City', or 'Participatory Community Assessment technical support training for all programmatic staff and volunteers'.
- Repeat the above two steps for your goals and then your mission. The resources at the goal level should include all those identified for the objectives below. The resources at the mission level should include all resources that were identified at the goals and objectives level. Resource gaps should be shown for the goals and mission – including all the non-programmatic needs of the organisation at these levels.

3   Ask some of the NGOs to present their work. Check that the activity has been carried out correctly and ask if there are any questions.

4   Remind the participants that it is possible to mobilise resources at the mission and goal levels. Mission and goal resources are flexible and can be used to cover any needs related to that goal (i.e., objectives or strategies that are difficult to mobilise resource for).

5   Facilitate a discussion about the importance of mobilising resources to address strategic resource gaps based on the following questions:

- **?** What is a resource gap? Why is it important to identify your resource gaps in relation to your strategic plan? How does this relate to resource mobilisation?
- **?** Are there resource providers that provide resources at the mission or goal level? What are the advantages of mobilising resources at the mission/goal level? What are the disadvantages?

Facilitators' note

!   Make sure that the NGOs/CBOs are using their whole strategic plan during this activity and not just the parts that they already have resources for. The table should focus on **committed** resources. With larger NGOs only part of their strategic plan may be used (perhaps the part focusing on HIV/AIDS) as long as they are clear how to repeat the activity with their colleagues using the whole plans after the workshop.

Example of Activity 2.3C: By Community Health and Development Inc. (ComDev), an NGO based in the Philippines

STRATEGIC PLAN	RESOURCE PROVIDER/ RESOURCE		RESOURCE GAP
	MONEY	OTHER RESOURCES	
Mission: Promote and provide total quality health care especially for mothers and children in General Santos City and Saranggani province	John Snow International (JSI), DKT Philippines Business Social Progress, (PBSP) Franchisees	JSI – technical assistance DKT – technical assistance PBSP – technical assistance	• Money (admin overheads) • Staff (salary) • Technical assistance
Goal 1: To reduce the incidence of STI/HIV/AIDS in the areas of coverage of ComDev among men, women and adolescents		DKT – technical assistance City Population Management Office (CPMO) in-kind support	• Money • Staff (salary) • Technical assistance
Objective 1: To institutionalise a school-based HIV/AIDS peer education and counselling programme in 24 schools in General Santos City	DKT	CPMO in-kind support	• Project co-ordinator (salary) • Training • Funds for activity
Objective 2: To establish within one year a youth centre in GSC for STI/HIV/AIDS education and confidential counselling on adolescent reproductive health		Rotary – technical assistance PBSP – technical assistance DKT – technical assistance CPMO in-kind support	• Project co-ordinator (salary) • Youth centre building/space • Funds for activity • Equipment • Information, Education, Communication (IEC) materials
Objective 3: To strengthen the educational, confidential counselling and service delivery components of men's reproductive health clinic in General Santos City	DKT Pesos 50,000	DKT/JSI for medical equipment CPMO for training	• Salaries (staff) • Instruments • Equipment • IEC materials • Training

Reference: Adapted from a resource mobilisation workshop held in Cagayan de Oro City, Mindanao, Philippines, April 2001.

2.4. Aim: To consider the skills, time and budget required for different resource mobilisation mechanisms and the pros and cons of each

Introduction

Different resource mobilisation mechanisms require different skills. As all organisations have different skills, it is important to identify which skills each mechanism requires so that an NGO/CBO can choose appropriate mechanisms. It is also important to consider the time and budget required for each resource mobilisation mechanism to ensure that the human resources and finances are available to carry out the activity.

Each mechanism has its pros and cons (strengths and weaknesses) which should be considered before an NGO/CBO attempts to use a mechanism. Pros and cons often centre around the time, budget and skills required but also how risky the approach is.

Once the pros and cons have been identified for each mechanism, it is important that NGOs/CBOs take the time to consider the pros and cons before investing time, money and energy on trying to implement any one of the mechanisms.

Instructions   Timing: 1 hour 30 minutes

1   Explain the aim of the activity to the participants.
2   Using the list of mechanisms developed as part of Section 1.3, divide the participants into mixed groups and allocate each group with several of the different mechanisms listed.
3   Handout, or draw, a blank version of the table as shown in the example of activity for the participants to copy. A blank version of the table can be found in the Handouts section at the end of Section 2. Explain how the table should be filled in.
4   Ask some of the groups to present their work.
5   Facilitate a discussion based on the following kinds of questions:
    ?   Why is it important to consider the skills, time and budget required for different mechanisms. How does this relate to the pros and cons of the each mechanism?
    ?   What are the pros and cons of paying for the external expertise (skills) that an NGO/CBO lacks for a specific mechanisms?
6   Ask each participant to think about which mechanisms are the most appropriate for their organisation (considering their current staff and organisational resources). Ask them to consider whether it is worth acquiring any of the missing skills so that some of the mechanisms can be used.
7   Close the activity by summarising the key findings and points of discussion that have arisen.

Facilitators' notes

! Make it clear that the skills that should be identified are those that are needed to implement the mechanism, not those that exist in their organisation(s).

! NGOs/CBOs may ask why time and budget are not included in the table. Explain that these aspects depend on the capacity of an individual organisation and therefore cannot be generalised. However, in their own organisations they should consider these factors and include them in their tables.

Example of Activity 2.4: By local NGOs/CBOs based in Mongolia

MECHANISM ASSESSMENT TABLE			
MECHANISM	**SPECIFIC SKILLS REQUIRED**	**PROS OF THIS MECHANISM**	**CONS OF THIS MECHANISM**
Selling services (translation, training…)	The skills that are being sold as a service, i.e., language skills	Generates flexible income; promotes the organisation	Increased workload; key staff skills being used for non-work-related purposes
One-off resource mobilisation events	Organisational skills; initiative; communication skills	Can raise a lot of resources with little on-going commitment; flexible resources	Requires capital; risky
Long-term resource mobilisation campaigns	Marketing and promotion skills	Potentially large amount of money with some on-going effort after the initial promotion	Risky initial promotion; income dependent on public profile and perception
Running a small business (café, farm…)	General business management skills; skills relating to the business produce (cooking, farming, carpentry, etc.)	Constant income; produce can be given to the staff for support	Not related to programmatic work; requires human resources and capital; returns depend on market, competition, weather and other liabilities
Selling products bought at wholesale price (condoms, needles…)	Purchase negotiations skills; social marketing; market research	Increases the availability of needed products; promotes organisations; programmatic-related resource mobilisation work	Although linked to work, still distract human resources from work; limited resources for effort; inconsistent income
Rent out equipment and other assets (computers, office space, vehicles…)	Writing legally binding contracts; reviewing insurance policies; marketing	Requires limited human resources; generates flexible income	Equipment may get damaged; security risks; administration needs
Writing proposals for resources (proactively, or in response to requests for proposals…)	Ability to articulate a project design; 'pitching' skills; writing skills	Initial effort followed by ability to focus on work; reporting requirements ensure documentation of work	Distracting reporting requirements and external interference in work planning and design
Unsolicited contributions (gifts…)	Demonstrate transparency, and good external relations	No effort in itself; flexible money; no reporting requirements	Very infrequent and unreliable sources of resources

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

ACTIVITY

2.5. Aim: To create resource provider maps to share information about potential resource providers and identify ways of researching and collating information about resource providers

Introduction

By collectively identifying and visually mapping the different resource providers known for each resource provider category identified in Section 1.1, the participants can share information about their existing providers and ideas of potential providers.

Having shared their ideas, each organisation can use the collective map to create their own resource provider maps of potential providers. This process not only facilitates sharing of experiences and ideas, but also requires the participants to think in an in-depth way about the full range of potential providers under each category.

Having identified the resource gaps in relation to their strategic plans NGOs/CBOs need to invest time and human resources in researching potential resource providers to address these gaps. It is important for NGOs/CBOs to collate the information they gather in a systematic way so that the information does not get lost and can be shared within the NGO/CBO.
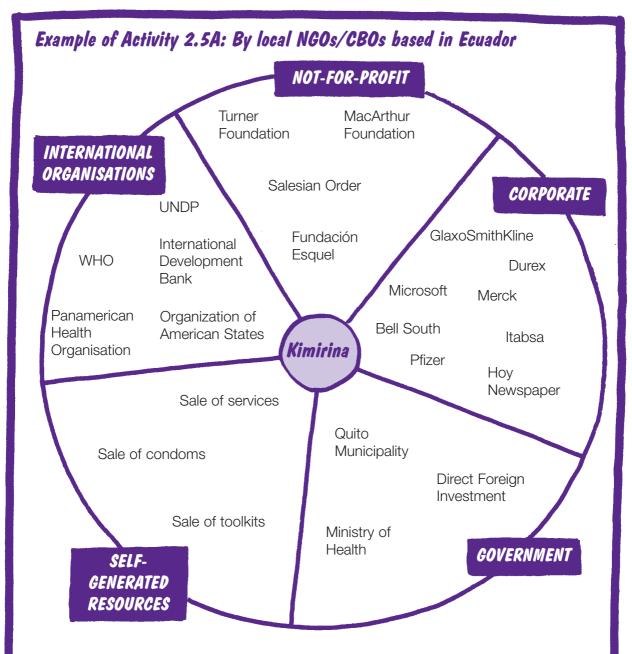
Activity 2.5A: Collectively mapping resource providers

Instructions   Timing: 1 hour

1 Note: This activity, and therefore the whole workshop, can be more practical and beneficial to the participants if research into relevant resource providers is carried out prior to the workshop and shared with the participants.
2 Before the activity make a very large circular map using flip-chart paper.
3 Explain the activity to the participants.
4 Refer back to the resource mobilisation framework and reflect on all the different kinds of resources and mechanisms that were identified as part of the framework. Remind the participants to keep these different resources and mechanisms in mind as they think of the full range of potential resource providers.
5 Divide the circular map into sections. Divide the map into the same amount of sections as there are categories of resource providers (as agreed in Activity 1.1). Label each section with the name of one resource provider category.
6 Divide the participants in mixed groups. Allocate each group a resource provider category and a set of small pieces of coloured paper.
7 Ask the groups to write on separate pieces of paper the names of all the resource providers they can think of for their allocated category.
8 Ask each group to stick their pieces of paper in the relevant section of the map.
9 Once all the groups have finished, ask each group to rotate and add additional suggestions to the categories that other groups have been working on.

Facilitators' notes

! To prepare a circular map for Activity 2.5A, make a big square by sticking flip-chart paper together. It needs to be approximately two metres square. Then draw a large circle using all the space available. A piece of string held at one end in the middle of the square will help you draw an even circle.

! Some participants may be reluctant to share their ideas about potential resource providers. If this becomes an obstacle during the workshop this will need to be addressed. How this should be addressed will be very different depending on the context.

! There may be disagreements when defining the categories of resource providers. This can often lead to interesting discussions, but do not spend too much time on this. Explain to the participants that they need to agree on the categories for the collective map, but that they can, however, use their own preferred categories when they develop their own organisational resource provider maps in Activity 2.5D.

Example of Activity 2.5A: By local NGOs/CBOs based in Ecuador

NOT-FOR-PROFIT

Turner Foundation

MacArthur Foundation

Salesian Order

INTERNATIONAL ORGANISATIONS

UNDP

Fundación Esquel

CORPORATE

WHO

International Development Bank

GlaxoSmithKline

Durex

Microsoft

Merck

Panamerican Health Organisation

Organization of American States

Kimirina

Bell South

Pfizer

Itabsa

Hoy Newspaper

Sale of services

Quito Municipality

Sale of condoms

Direct Foreign Investment

Sale of toolkits

Ministry of Health

SELF-GENERATED RESOURCES

GOVERNMENT

Reference: Adapted from a resource mobilisation workshop held in Quito, Ecuador, May, 2001.

"We learned to share information on donors; many ideas emerged; a feeling of co-operation was developed."

Comment made by a participant during a resource mobilisation workshop held in Quito, Ecuador, May, 2001.

2.5. Aim: To create resource provider maps to share information about potential resource providers and identify ways of researching and collating information about resource providers

Activity 2.5B: Researching information about potential resource providers

Instructions   Timing: 30 minutes

1 Explain the activity to the participants.

2 Working with the whole group, facilitate a brainstorm using the following kind of questions:

> **?** What information do you need to research (know) about resource providers before you meet them?

> **?** How can you research information about resource providers?

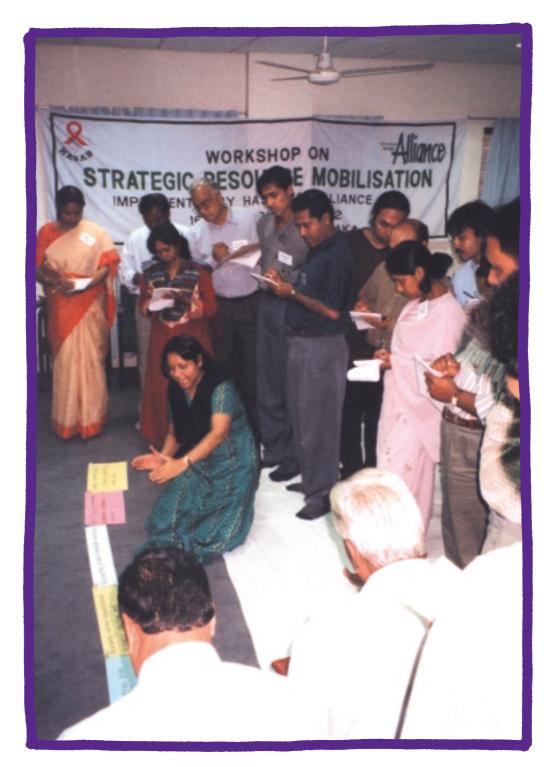### Example of Activity 2.5B: By local NGOs/CBOs based in Mexico

Information we need about resource providers:

! Their main programmatic areas of interest
! Their geographical areas of interest
! Their funding cycles
! The restrictions on the use of money – for example, restricted or unrestricted
! The range of resources that they provide, for example, equipment, technical support
! The process of requesting resource (proposal formats, visiting projects, etc.)
! The key person in the institution to contact and how to contact them
! Who else they have supported
! Their motivations for supporting NGOs/CBOs working on HIV/AIDS

Ways of researching resource providers:

✔ Search for resource providers websites
✔ Ask potential resource providers for written information about the resources they provide and how they can be accessed
✔ Ask the national chambers of commerce and industry for information about socially responsible businesses
✔ Contact the community relations (or public relations) department of the largest companies working in your area
✔ Contact embassy libraries, cultural institutes, international organisations (i.e., UN)
✔ Contact people who know about resource providers or would be good contacts when researching new ideas
✔ Read newspapers, specialist magazines and reports to keep up to date on how other organisations are funded. Reports and presentations by others will usually acknowledge resource providers
✔ Ask partner organisations and other NGOs (working both within and outside your field) to suggest organisations to contact for support
✔ Identify opportunities to meet resource providers

Reference: Adapted from a resource mobilisation workshop held in Cuernavaca, Mexico, January 2001.

The photograph above shows the facilitator of a resource mobilisation workshop, which was held in Dhaka, Bangladesh, in February 2002, reviewing the resource mobilisation planning steps and emphasising the importance of researching resource providers as a key part of resource mobilisation work.

ACTIVITY

2.5. Aim: To create resource provider maps to share information about potential resource providers and identify ways of researching and collating information about resource providers

Activity 2.5C: Using a research table to collate information about resource providers

Instructions   Timing: 1 hour 30 minutes

1 Give out the research table handout to the participants (see Handouts section at the end of Section 2). Explain the table to the participants using the Example and the Facilitators' notes.

2 Before the activity, make a table from flip-chart paper for each of the **categories** of resource providers identified in Activity 2.5A.

3 Ask the participants to take turns to fill in the tables with the information they know about relevant resource providers.

4 After all participants have filled in the tables, put all the tables together as in the research table; review and discuss the tables using the following kinds of questions:

   ? Do you think that all the information in the combined research tables is accurate? What does this mean for your future resource mobilisation work?

   ? What is the balance between resource providers offering restricted and unrestricted money? What other resources are available?

   ? Is one person in your organisation responsible for researching information about potential resource providers? Is this a good idea?

5 Explain to the participants that they will need to complete the table for their own organisation with their colleagues after the workshop and after having carried out further research into the resource providers they are particularly interested in. Explain that all the resource provider information can be stored on one table as in the completed example.

6 Summarise the main points of the activity.

Facilitators' notes

! If it is possible and appropriate, provide resource provider directories to help the participants carry out this activity. Alternatively, provide access to a telephone or Internet facilities.

! The column for Resource Provider Geographical Area of Interest could be the city(ies), local areas, countries, or regions that the resource provider is interested in – and should not be the area the NGO wants support for.

! The Resource Provider Programmatic Priorities column could included a range of issues or just one (capacity-building and HIV prevention, for example). It refers to what the resource provider is interested in, and not what the NGO is interested in.

! Resources refer to anything not included under money.

! The Application Deadline/Funding Cycle column should include any information about when resource providers make decisions about what resources they will give. For example, this might be when their funding committees meet.

! The Resource Provider Contact Person refers to the key contact person within the **provider organisation**.

Example of Activity 2.5C: By local NGOs/CBOs based in Ecuador

RESOURCE PROVIDER BY CATEGORY	RESOURCE PROVIDER GEOGRAPHICAL AREA OF INTEREST	RESOURCE PROVIDER PROGRAMMATIC PRIORITIES	POSSIBLE LEVEL OF SUPPORT		APPLICATION DEADLINE/FUNDING CYCLE	RESOURCE PROVIDER CONTACT
			RESOURCES	RESTRICTED/ UNRESTRICTED FUNDING		
Government						
Quito Municipality	Quito	Drug harm reduction		Restricted US$5,000	All year round	–
Ministry of Health	Ecuador	Sexual health	Computer	Unrestricted US$10,000	April	–
Foreign Governments						
DFID (UK Government)	Ecuadorian border regions	Migration & HIV	Training Manuals HIV Advisor for two months	Unrestricted US$30,000	October & May	–
USAID	Ecuador	NGO capacity building on HIV		Unrestricted US$25,000	October	–
Corporate						
GlaxoSmithKline	Ecuador	Support involvement of people living with HIV/AIDS	Print materials Volunteers	Unrestricted US$1,500	November/December	–
Salupa's bar	Local Quito	Friendship and citizenship	Volunteers Free venue for training	–	All year round	–
National Not-for-Profit Organisations						
Fundación Esquel	Regional	NGO capacity building	Materials, Resources, Facilitation, Training	–	All year round	Boris Cornejo
International Organisations						
Kimirina	Ecuador	NGO capacity building	Manuals, Training	Unrestricted and restricted totalling US$150,000	January	Margarita Quevedo
General Public						
	Ecuador/Quito	HIV prevention & care	Volunteers	Unrestricted US$2,000	All year round	–
Quito support group for people living with HIV/AIDS	Ecuador	Care and support for people living with HIV/AIDS	Advice on care needs Volunteers	–	All year round	–

2.5. Aim: To create resource provider maps to share information about potential resource providers and identify ways of researching and collating information about resource providers
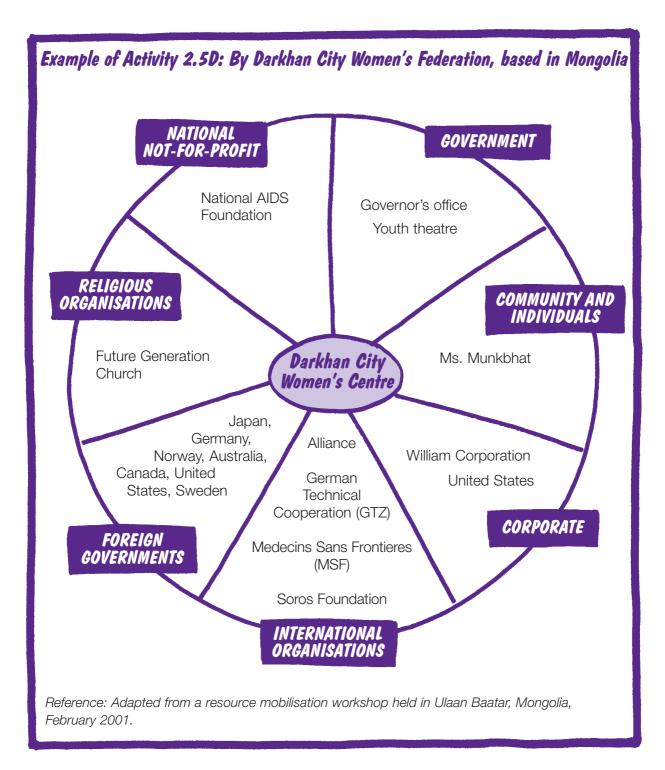
Activity 2.5D: Individually mapping potential resource providers

Instructions   Timing: 1 hour

1 Divide the participants into groups by NGO/CBO and ask them to make their own map of **potential** (not current) resource providers by using the **relevant information** from the collective map. Potential resource providers may include current providers if more or different resources could be accessed.

2 Ask some of the groups to present their work.

3 Close the activity by using the maps from Activities 2.5A and 2.5D to facilitate a discussion based on the following questions:

   ? What does the collective map show about the number of potential resource providers there are for each category?

   ? Why is it important to mobilise a range of different resource providers?

   ? Why is it important to consider both the range of resources and mechanisms that can be used to get resources while doing this activity?

Facilitators' note

! The relevant information referred to in Instruction 1 means that NGOs/CBOs should only include resource providers that they think they could potentially access, rather than all the providers identified on the collective map.

Example of Activity 2.5D: By Darkhan City Women's Federation, based in Mongolia

NATIONAL NOT-FOR-PROFIT

National AIDS Foundation

GOVERNMENT

Governor's office

Youth theatre

RELIGIOUS ORGANISATIONS

Future Generation Church

Darkhan City Women's Centre

COMMUNITY AND INDIVIDUALS

Ms. Munkbhat

Japan, Germany, Norway, Australia, Canada, United States, Sweden

Alliance

German Technical Cooperation (GTZ)

William Corporation

United States

CORPORATE

Medecins Sans Frontieres (MSF)

FOREIGN GOVERNMENTS

Soros Foundation

INTERNATIONAL ORGANISATIONS

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

ACTIVITY

2.6. Aim: To develop a resource mobilisation action plan by matching the NGO's resource gaps with potential resource provides

Introduction

Once an NGO/CBO has identified their resource mobilisation gaps in relation to their mission, goals and objectives (see Activity 2.3C), an NGO/CBO needs to identify which resource providers could potentially fill these gaps.

This process will also help the NGOs/CBOs identify which resource gaps will be the hardest to fill. This will help the NGOs/CBOs to prioritise their resource mobilisation work in their action plan.

Activity 2.6A: Matching your resource gaps with potential resource providers

Instructions   Timing: 1 hour

1 Explain the activity to the participants. Explain that this activity builds on Activity 2.3C and make sure their work from 2.3C is available.

2 Divide the participants into groups by NGO/CBO.

3 Ask the NGOs/CBOs to take the resource gaps identified in Activity 2.3C, write them on pieces of paper and place them in a column on the ground or flip-chart paper.

4 Ask each NGO/CBO to use their individual maps and research table from Activity 2.5C to help them identify potential resource providers that could help fill the resource gaps. Ask the NGOs/CBOs to write the names of these resource providers on pieces of paper and place them next to the relevant resource gaps. Ask them to write on pieces of paper which resource mobilisation mechanism(s) will be used to access the resources from each of the identified providers. One resource provider can be identified to fill more than one gap.

5 Ask some of the groups to present their work and make sure that all of the NGOs have completed the activity correctly.

6 Once completed, ask the participants reflect on whether the resource gaps are in priority order, i.e., consider whether some gaps are more urgent to fill than others. Less important gaps may become more of a priority if it is clear that more work will need to be done to fill the gap.

7 Ask some groups to present their work and facilitate a discussion based on the following questions:

? Was it difficult to identify potential resource providers for some of the resource gaps? How will this affect your resource mobilisation work? How can this be addressed?

? Have you identified the same resource providers to address many of the gaps? Do you think this will create a problem?

? To what extent should we question what we have planned to do as an organisation if we cannot find resource providers willing to support our work?

"The exercise of linking resources to gaps was very realistic, very concrete, it made you consider everything you need within the organisation."

Comment made by a participant during a resource mobilisation workshop held in Quito, Ecuador, May 2001.

Example of Activity 2.6A: By Community Health and Development Inc. (ComDev), an NGO based the Philippines

Mission: ComDev is committed to promote and provide total and quality health care, especially for mothers and their children in General Santos City and nearby cities and provinces. As a vehicle for social progress, it values the relationship of the environment to human development as well as the need for institutional sustainability.

RESOURCE GAPS

POTENTIAL RESOURCE PROVIDERS

Resource Gaps (for the Mission – see above)	PHANSuP (write proposal)	City government (lobby for budget allocation, write proposal)	Affiliated clinics (fees, service packages)
• Money (admin overheads) • Staff (salary) • Technical assistance			

Resource Gaps (for Goal 2: To reduce the incidence of STI/HIV/AIDS in the areas of coverage of ComDev...)	PHANSuP (write proposal – for admin & overhead costs)	City government (allocation for equipment, etc.)	UNAIDS (establish collaboration for technical assistance needs)
• Money • Staff (salary) • Technical assistance			

Resource Gaps (for Objective 1: To reduce the incidence of STI/HIV/AIDS in the areas of coverage of ComDev...)	PHANSuP (write proposal – for admin & overhead costs)	Rotary club (collaboration – incentive scheme for peer educators & counsellors)	City Health Office (technical assistance through partnership)
• Project co-ordinator (salary) • Training • Funds for activity			

Resource Gaps (for Objective 2: To establish within one year a youth centre in General Santos City)	PHANSuP (write proposal – for activities costs)	City government (negotiate for a space for the youth centre)	Academe (offer service packages i.e., training, etc.)
• Project co-ordinator (salary) • Youth centre building/space • Funds for activity • Equipment • Information education, communication (IEC) materials			

Resource Gaps (for Objective 3: To strengthen the educational, confidential counselling & service delivery components of Men's Reproductive Health Clinic in General Santos City)	PHANSuP (write proposal – for activities costs)	City government (write letter request for equipment)	UNAIDS (technical assistance through collaboration)
• Salaries (staff) • Instruments • Equipment • IEC materials • Training			

Reference: Adapted from a resource mobilisation skills-building workshop held in Ceurnavaca, Mexico, January 2001.

2.6. Aim: To develop a resource mobilisation action plan by matching the NGO's resource gaps with potential resource provides

Activity 2.6B: Creating a resource mobilisation action plan

Instructions   Timing: 1 hour 30 minutes

1 Explain the aim of the activity to the participants.

2 Provide each NGO/CBO group with a blank copy of the resource mobilisation action plan format (see Handouts section at the end of Section 2). Make sure that flip-chart paper and pens are available for them to make a big version of the action plan.

3 Explain the table to the participants using the Example, making it clear that the first column refers to the resource gaps identified in Activity 2.3C.

4 Divide the participants into groups by NGO/CBO.

5 Ask the participants to develop the table for their own NGO/CBO.

6 Ask a few of the groups to present their work.

7 Facilitate a discussion based on the following kinds of questions:

? Which of the resource gaps need to be addressed most urgently? Is this reflected in the order of the action plan? What are the pros and cons of reordering the plan so that the most urgent gap is at the top? How else can the priority be shown in the action plan?

? Should resource mobilisation action plans be changed over time according to the availability of resources? Why?

? Should the organisational resource mobilisation action plan change if the organisation reviews and changes its strategic plan?

? How can you ensure that a resource mobilisation action plan is integrated into an organisational workplan? What process will need to be followed to make this happen?

? Who should be involved in resource mobilisation work?

8 Explain to the participants that ideally they should redevelop their action plans after the workshop with the involvement of their colleagues.

Facilitators' notes

! It will be necessary for participants to undertake Activity 2.6B with colleagues after the workshop to gain a more comprehensive NGO/CBO viewpoint. Each resource provider will need to be researched before a real action plan can be developed.

! Allow the participants to decide if they would like to reorder their action plan to reflect the priority of the tasks to be undertaken. Explain how this could be done.

! **IMPORTANT:** Practical considerations around resource cycles and opportunities to meet resource providers will impact on the order of items within the resource mobilisation action plan if it is time, rather than priority, ordered.

! If appropriate, it is possible to ask the participants to add information to the output for Activity 2.6A rather than draw out the action plan format and fill it in.

Example of Activity 2.6B: By UNASSE, an NGO from Yucatan, in Mexico

PRIORITY-BASED RESOURCE MOBILISATION ACTION PLAN

Strategic plan resource gaps	Specific resources needed to address the gap	Resource provider to be researched and/or contacted	What resource mobilisation mechanism will be used	Deadline for getting the resources	Budget needed for resource mobilisation work	Person responsible for resource mobilisation work
Resource gap 1 Raise awareness of HIV transmission routes among young people	US$5,000 to do an education campaign in schools	Ministry of Education Ministry of Health Parents and Teachers Association	**Mechanism (activity) 1** Collect money in schools from pupils, staff and parents	August 2001	$50	Consuela
			Mechanism (activity) 2 Meet and write proposals for Ministry of Education and Ministry of Health	August 2001	None	Consuela
	Free venue for a Scouts and Girl Guides life skills training workshop	District Council	**Mechanism (activity) 1** Organise meeting and request free use of Council Hall	June 2001	None	Consuela
Resource gap 2			Mechanism (activity) 1			
			Mechanism (activity) 2			
			Mechanism (activity) 1			

Reference: Adapted from a resource mobilisation skills-building workshop held in Ceurnavaca, Mexico, January 2001.

Handout
(Section 2.2) Strategic planning worksheet

International HIV/AIDS Alliance
Strategic Resource Mobilisation Workshop

It is important that this worksheet is completed to identify your organisation's **mission, goals** and **objectives** before an Alliance strategic resource mobilisation workshop. This is necessary as the workshop will focus on mobilising resources to meet the needs of the organisation. It is therefore important to know what your organisation plans to do in the future.

In some cases your organisation may already have a written strategic plan – or you may know the relevant information discussed below but not have it written down. The most important thing is for you to have the relevant information – as described below – on hand during the workshop.

Ideally the worksheet should be completed before the workshop with a number of people from within your organisation to gain an overall perspective. Remember to bring the information with you to the workshop!
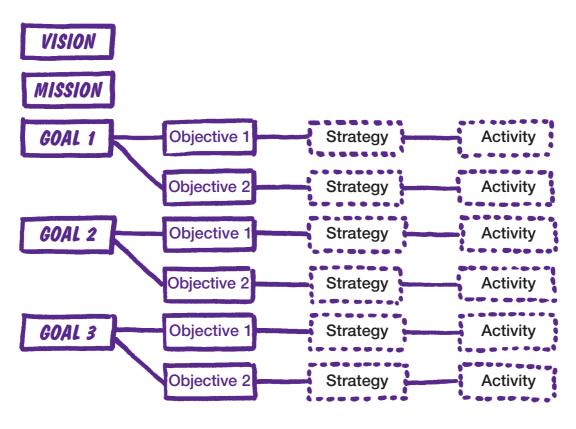
Introducing strategic planning

What is a strategic plan?
Not all organisations prepare strategic plans. However, most organisations can say what they want to do and how they are going to try to do it. The process of planning and organising this information is essentially what we mean by strategic planning.

A strategic plan is both a tool to plan the future work of an organisation as well as a way of recording this information for future reference. It should be realistic and achievable, and usually maps out the organisation's work for three to five years. A strategic plan organises the work into different levels so that it is clear how all the work is linked and what will be done to achieve the mission of the organisation.

This diagram shows one way of thinking how these levels link:

```
VISION

MISSION

GOAL 1 ──┬── Objective 1 ─── Strategy ─── Activity
         └── Objective 2 ─── Strategy ─── Activity

GOAL 2 ──┬── Objective 1 ─── Strategy ─── Activity
         └── Objective 2 ─── Strategy ─── Activity

GOAL 3 ──┬── Objective 1 ─── Strategy ─── Activity
         └── Objective 2 ─── Strategy ─── Activity
```

It is useful to try and prioritise the order of the goals in a strategic plan in relation to their importance in helping to achieve an organisation's overall mission. The objectives under each goal can also be written in priority order.

The number of goals may vary but it is likely to be between two and five. Similarly, each goal can have more than two objectives but should remain within an achievable number.

Some organisations also identify 'strategies' under their objectives which describe the methodologies that will be used to achieve the objectives. Strategies are useful components of both a strategic plan and helpful for developing resource mobilisation action plans. However, if your organisation has not already identified strategies, note that they are not essential for the workshop or process. Specific activities describe in detail how the strategy will be implemented.

Writing a strategic plan

! During the planning section of the resource mobilisation workshop we will be linking resource mobilisation work to your organisation's mission, goals and objectives (and strategies and activities if you have them). We do this to ensure that your resource mobilisation work is focused and targeted. There is no one right way to develop your strategic mission, goals and objectives; however, the following information may serve as a useful guide. Make sure that you develop a forward-thinking strategic plan rather than one that documents your past activities.

1. What is an organisational vision?

Some organisations have a vision as well as mission, goals and objectives. The vision of an organisation is more idealistic and broader than the mission. It states ideals about the social situation the organisation is concerned about. The vision is therefore the ideal that the organisation hopes to contribute to rather than an achievable aim for the organisation. The vision often includes, or is supported by, the values of an organisation.

Fictitious example: Philippines Foundation for People Living with HIV/AIDS (PFPA)

Vision: The peoples of the world must work together to build effective responses to HIV, which in turn both contribute to – and are supported by – broader health, development and human rights goals and aspirations.

2. What is an organisational mission?

A mission statement can be one sentence or a paragraph of text which clearly states why the organisation exists and what it hopes to achieve overall. Mission statements often express how an organisation hopes to improve a social situation through its work.

Fictitious example: Philippines Foundation for People Living with HIV/AIDS (PFPA)

Vision: The peoples of the world must work together to build effective responses to HIV, which in turn both contribute to – and are supported by – broader health, development and human rights goals and aspirations.

Mission: To increase the quality of life of Filipinos living with HIV/AIDS, their family and friends.

3. What are strategic goals?

The strategic goals of an organisation divide the organisation's mission into a few key distinct areas of work. Goals can be programmatic or organisational. Programmatic goals describe the key areas of impact the organisation aims to achieve to address the overall mission. Organisational goals describe significant changes in the organisation that will help it achieve its mission.

Fictitious example: Philippines Foundation for People Living with HIV/AIDS (PFPA)

VISION:

The peoples of the world must work together to build effective responses to HIV, which in turn both contribute to – and are supported by – broader health, development and human rights goals and aspirations.

MISSION:

To increase the quality of life of Filipinos living with HIV/AIDS, their family and friends.

GOAL 1:

To reduce the level of stigma against people living with HIV/AIDS, their families and friends in the Philippines.

GOAL 2:

To help address the psychological needs of people living with HIV/AIDS, their families and friends in the Philippines.

4. What are strategic objectives?

Strategic objectives describe what you plan to do to achieve your goals. They are therefore also either programmatic or organisational in focus according to the goal they relate to. To the extent possible, each objective should describe a distinct area of work so that there are no overlaps between the objectives. As objectives should be achieved within the period of the strategic plan it is important that objectives are SMART. **SMART** in this toolkit means:

Specific   – in stating what will be done
Measurable   – to allow monitoring and evaluation
Appropriate   – in relation to the organisation's vision, mission and goals
Realistic   – in relation to the organisation's potential capacity and experience
Time-bound   – in relation to when the work will be done.

Fictitious example: Philippines Foundation for People Living with HIV/AIDS (PFPA)

VISION:

The peoples of the world must work together to build effective responses to HIV, which in turn both contribute to – and are supported by – broader health, development and human rights goals and aspirations.

MISSION:

To increase the quality of life of Filipinos living with HIV/AIDS, their family and friends.

GOAL 1:

To reduce the level of stigma against people living with HIV/AIDS, their families and friends in the Philippines.

OBJECTIVE 1:

To reduce stigma against people living with HIV/AIDS by the general public by reaching 3 million people with awareness-raising messages in the next 18 months.

OBJECTIVE 2:

To reduce stigma against people living with HIV/AIDS by the youth in Manila by reaching 10,000 14-19-year-olds with education programmes over the next two years.

Note: Strategies and activities should be included if your organisation has already identified them.

Action: In preparation for the strategic resource mobilisation workshop, please bring the following information:

- Your organisation's mission
- Your organisation's strategic goals
- Your organisation's strategic objectives relating to each of the goals
- Your organisation's strategies and activities relating to each objective (if you already have them)

Fictitious example: Philippines Foundation for People Living with HIV/AIDS (PFPA)

Three-year strategic plan: 2001 to 2004

Mission:
To increase the quality of life of Filipinos living with HIV/AIDS, their family and friends.

Goal 1:
To reduce the level of stigma against people living with HIV/AIDS, their families and friends in the Philippines.

Objective 1:
To reduce stigma against people living with HIV/AIDS by reaching 3 million people with awareness-raising messages in the next 18 months.

Strategy 1:
Use the media as an effective strategy for reaching the general public.

Activity 1:
In conjunction with Pinoy Plus, develop and broadcast a television campaign on living positively with HIV/AIDS by working.

Objective 2:
To reduce stigma against people living with HIV/AIDS by reaching 10,000 14-19-year-olds with education programmes over the next two years.

Strategy 1:
To implement education programmes for both in-school and out-of-school youth in Manila.

Activity 1:
To establish a weekly youth club education programme for 14-19-year-olds in Manila.

Handout
(Section 2.3A) Current resource situation timeline

For example: By Community Health and Development Inc. (ComDev), an NGO based in the Philippines

RESOURCE PROVIDER	TIMELINE					RESTRICTED/ UNRESTRICTED MONEY
	2001	2002	2003	2004	2005	
Multilateral/bilaterals						
• USAID/John Snow International	Pesos 2.8 million →					Unrestricted
• Packard Foundation	Pesos 1.5 million →					Restricted
Government						
• City government	Pesos 100,000 annually →					Restricted
National not-for-profit organisations						
• Philippines Business Social Progress	Medical kits →					
Socio-civic organisations						
• Rotary	Medals for school-based peer educators →					
ComDev						
• Franchise fees	Pesos 500 x 30 clinics per month →					Unrestricted
• Membership fees	Pesos 1,000 annual registration x 30 clinics →					Unrestricted

Reference: Adapted from a resource mobilisation workshop held in Cagayan de Oro City, Mindanao, Philippines, April 2001.

Handout
(Section 2.5C) Blank research table

RESOURCE PROVIDER BY CATEGORY (E.G, GOVERNMENT, CORPORATE, ETC.)	RESOURCE PROVIDER GEOGRAPHICAL AREA OF INTEREST	RESOURCE PROVIDER PROGRAMMATIC PRIORITIES	POSSIBLE LEVEL OF SUPPORT		APPLICATION DEADLINE/FUNDING CYCLE	RESOURCE PROVIDER CONTACT PERSON
			RESOURCES	RESTRICTED/ UNRESTRICTED FUNDING		

PRIORITY-BASED RESOURCE MOBILISATION ACTION PLAN

Strategic plan resource gaps	Specific resources needed to address the gap	Resource provider to be researched and/or contacted	What resource mobilisation mechanism will be used	Deadline for getting the resources	Budget needed for resource mobilisation work	Person responsible for resource mobilisation work
Resource gap 1			Mechanism (activity) 1			
			Mechanism (activity) 2			
			Mechanism (activity) 1			
Resource gap 2			Mechanism (activity) 1			
			Mechanism (activity) 2			
			Mechanism (activity) 1			

Note: Do not fill in this table – draw your own table using flip-chart paper.

Building practical resource mobilisation skills

Contents

Summary of Section 3

Section 3 provides information and a range of activities which aim to build practical resource mobilisation skills for actually doing resource mobilisation work. The skills-building activities have been organised into three sub-sections, including meeting resource providers, developing and following up proposals (and concept notes), and maintaining relationships with resource providers.

This section of the toolkit focuses on these few core skills for resource mobilisation work rather than including activities for the full range of possible mechanisms. For example, this toolkit does not include information and activities on micro-credit. Useful references and organisations are provided instead (see Handouts at the end of this section).

Although practical skills-building activities can often take up a lot of time during a workshop they are crucial for building the confidence of the participants. It is essential that these activities are adapted to the local context. Other skills-building activities may be more appropriate and may require some additional preparation and research by the facilitators. It is possible to ask the participants to develop a concept note over the first few days of the workshop. This concept note can then be used during the role-play meetings with resource providers. This will help them to plan a proposed area of work for their 'pitch'. 'Pitching' means describing your work so that it highlights similarities with the interests of the resource provider, and is therefore more likely to be supported. A Handout about developing a concept note can be found in the Handouts at the end of this section.

3.1. Aim: To increase the effectiveness of meetings with resource providers

Introduction

It is possible to request resources from providers in a number of ways. These include: sending proposals with a covering letter; contacting unknown resource providers by letter, e-mail or telephone; sending proposals for renewed funding; and using opportunities like conferences, seminars and social events to meet resource providers. While all these methods are appropriate at different times, one of the most effective ways of requesting resources is a face-to-face meeting with a resource provider. Face-to-face meetings provide an opportunity to discuss your proposed work together, and for the resource providers to get to know your organisation better.

Most resource providers work for institutions that operate in a structured way and have specific programmatic areas of interest. Therefore it is advantageous to meet a resource provider before sending a proposal to ensure that the proposed work is described in a way that is linked to the interests of the potential provider. This is called 'pitching' – which is not the same as being 'donor-driven'. Pitching means describing your work so that it highlights similarities with the interests of the resource provider, and is therefore more likely to be supported. In some cases resource providers also have useful experience and ideas that they like to contribute.

It is important to make a good impression on resource providers during a face-to-face meeting. To do this it is necessary to be well prepared, which also helps us to relax. Being relaxed helps us to explain our work clearly but also means we are more likely to actually listen to what the resource provider is saying so that a genuine conversation can take place.

Activity 3.1A: Preparing to meet resource providers

Instructions   Timing: 1 hour 45 minutes

1 Explain to the participants the importance of being well prepared for meetings with resource providers.
2 Facilitate a brainstorm with the whole group based on the following questions:
  ? Is it difficult to organise meetings with resource providers? What kind of experiences have you had? What can we learn from this?
  ? What are the key things you need to prepare and to plan before a meeting with a resource provider?
3 Divide the participants into three mixed groups. Allocate each group one of the following areas of preparation work that is recommended before meeting resource providers:
  • Information to give the resource provider
  • Questions to ask the resource provider
  • Difficult questions the resource provider might ask
4 Ask each group to develop a detailed list of information or questions under each.
5 Ask each group to present their work.
6 Facilitate a brief discussion based on the following kinds of questions:
  ? How can you ensure that you have the answer to these questions and have the appropriate information before a meeting?
  ? How much will the information and questions vary depending on different resource providers?

Facilitators' notes

! If this activity is directly linked to role-playing meeting resource providers, ask the NGOs/CBOs to collect the relevant information in preparation for meeting the specific resource providers.

Example of Activity 3.1A: By local NGOs/CBOs based in Mongolia

What are the key things you need to prepare and to plan before a meeting with a resource provider?

! Gather all information required and be prepared for the meeting
! If possible, prepare a concept note about the project to hand over to the resource provider
! Anticipate difficult questions and think of how you would answer them
! Bring along materials about the organisation to give to the resource provider
! Decide who should attend the meeting
! Make sure you can describe your organisation well
! Consider your appearance and clothes
! If possible, find out about the person you will meet so that you are psychologically prepared
! Carefully research the organisation to know why it provides resources and its programmatic priorities
! Prepare a list of questions to ask the resource provider
! Prepare to be asked about previous problems in the organisation, prepare honest answers which explain how problems have been addressed in the past

Information to provide the resource provider with:

✔ Name and location of the organisation
✔ Organisation's mission and scope of work
✔ How the organisation implements and organises its work
✔ Past experience, including previous resource providers
✔ Organisation's reason for choosing to approach the resource provider
✔ What the resource provider will gain from providing resources to the organisation
✔ How the organisation generates its own resources
✔ Leaflet of the organisation
✔ Comparative advantage of the organisation
✔ Statistics about the problem to be addressed in the project

Difficult questions the resource providers might ask:

? Why did you choose to approach our organisation? Did you approach the government?
? Did you take into account all the risks associated with your project?
? What are the outputs of the project and when will they be produced? How will this be measured?
? What is the capacity of your organisation? How can you show that you will be able to carry out the proposed project?
? How will you continue after the resources provided have been used up? Are the project activities sustainable?
? What is the public perception of your organisation in your country?
? What will we gain by providing you with resources?
? How will you ensure that you are not duplicating the work of other organisations?
? How is this project different from others?
? Will the beneficiaries be involved in the project? How?
? How will you ensure the accountability of the resources we provide?
? Would you be willing to work in collaboration with other NGOs to implement this work?
? How would you demonstrate that you have transparent and well-managed financial systems?

Questions to ask the resource provider:

? What are your particular programmatic areas of interest at the moment?
? What is the decision-making process in your organisation?
? How would you like to be involved in the work?
? Do you provide resources other than money?
? Can you give multi-year grants?
? Would you like to visit our organisation?
? Do you support implementing organisations directly?

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

ACTIVITY

3.1. Aim: To increase the effectiveness of meetings with resource providers

Activity 3.1B: Role-playing meetings with resource providers

Instructions   Timing: 3 to 4 hours

1 Ask four or five local resource providers to attend the workshop for one morning or afternoon during the workshop. Try to invite resource providers from a range of categories – for example, government, corporate, etc. Make sure you explain clearly what will be required of them during the activity.

2 Explain the activity to the participants **the day before it will take place** and give out the Handout (see end of Section 3). Divide the participants into mixed groups for the role-plays. The number of groups should match the number of resource providers that will be attending the workshop.

3 When the resource providers arrive, briefly explain the aim of the activity to them again and what will be expected of them. Ask them to stay for the discussion after the role-play.

4 Prepare an area for each visiting resource provider to sit and ask one NGO/CBO from each group to carry out a 20-minute role-play with the provider. Explain that the aim of the activity is for the NGO/CBO to present themselves and a proposed area of work convincingly while also allowing time to ask the resource provider questions and for the resource providers to ask them questions.

5 Once the first role-play has finished ask the groups to rotate to the next resource provider and ask a different NGO in the group to then role-play a meeting with the new resource provider. In this way, each NGO in each group has the opportunity to role-play a meeting with a resource provider and to observe a number of role-plays. Calculate the time this will take and prepare accordingly.

6 After the role-plays, ask the groups to spend a short amount of time providing specific feedback to each other about the way they managed the role-played meetings.

7 Working with the whole group, ask the resource providers to provide some feedback to the participants. Ask the providers to highlight the strengths and weaknesses of the role-played meetings, and offer advice for improvement.

8 Facilitate a discussion with the whole group, including the resource providers, based on the following kinds of questions:
   ? Which questions posed by the resource providers were the most difficult to answer and why?
   ? Did you manage to provide and receive all the information you planned?
   ? Did you manage to find out what the resource provider was interested in?
   ? Did you actually make a 'pitch' (ask for resources)? Did you ask for a response?
   ? Were you able to change your pitch (request) to suit the provider's interests during the meeting?

Facilitators' notes

! This activity is most effective when real resource providers are invited to attend the workshop. Alternatively the resource provider roles can be acted.

! The organisation of the role-plays may need to change depending on the number of resource providers attending and the number of participants.

! If possible tell the participants in advance which resource providers they will be meeting so that they can prepare properly as described in Activity 3.1A.

! Participants that are not pitching to the resource providers during the role-plays should observe the role-play and write down feedback for others.

Example of Activity 3.1B: By local NGOs/CBOs based in Mexico

"A really useful exercise, that offers many prospects for the work of resource mobilisation, enabling certain myths and false fears to be allayed. A source of great and rich learning."

Comment made by a participant during a resource mobilisation workshop held in Quito, Ecuador, May 2001.

The photos above show staff members of NGOs practising meeting both real and role-played resource providers at a resource mobilisation workshop held in Cuernavaca, Mexico, January 2001.

ACTIVITY

3.2. Aim: To learn techniques for developing the structure and content of winning proposals, and following up proposals with resource providers

Introduction

Planning a clear structure and content outline for a resource mobilisation proposal are the two most important ways to ensure that a proposal will be as successful as possible.

Developing a proposal involves organising the information into a structure and identifying the key points to include. Proposal guidelines are often available from resource providers. If guidelines are not available it is possible to develop your own proposal structure which is tailored to the specific needs of a potential resource provider (see Activity 3.2A). Once a structure for the proposal has been developed, the content can be taken from project design, logical framework or programme strategy documents that were developed during the design of the proposed work. Once a proposal has been delivered to the resource provider it is important to follow up the proposal to ensure that it is being considered (see Activity 3.2B).

Activity 3.2A: Developing a proposal

Instructions   Timing: 1 hour 30 minutes

1 Facilitate a whole group discussion with the participants based on the following question:
   ? What has been your previous experience of writing and submitting proposals – what worked well, and what did not?
2 Display the following list of sections for a proposal on the wall and ask the participants if they would like to add to the list or change or reorder any of the sections.
   - Section A: Organisational information and proposal summary
   - Section B: Rationale for the proposed work
   - Section C: Project design
   - Section D: Management and implementation
   - Section E: Monitoring, learning and dissemination of the findings
   - Section F: Risk factors to be considered
   - Section G: Budget information and explanation
3 Divide the participants into mixed groups. Allocate different sections to each group. Ask the participants to make **a list of questions that a resource provider might ask** in a logical order under each section.
4 Ask the groups to present their work. Explain to the participants how these section headings and questions can be used to provide a good structure for a proposal.
5 Facilitate a discussion based on the following kinds of questions:
   ? Was it difficult to imagine the type of information a resource provider would need? Would all resource providers ask the same questions?
   ? Did you avoid writing questions that you would find difficult to answer?
   ? How would you find the answers to all the questions that you have identified?
   ? In addition to written text, how else can you present your information in a way that is interesting and easy to understand?

"A very practical activity: the logical framework is a powerful tool with which to organise ideas and information. Planning the proposal on the basis of questions helps greatly in being more selective in the information and arguments to be used."

Comment made by a participant during a resource mobilisation workshop held in Quito, Ecuador, May 2001.

Facilitators' note

! All proposals should be sent to a resource provider with a covering letter. Covering letters are normally one page long. It should include brief information about the organisation, proposed work and summarise the resources that are being requested.

Example of Activity 3.2A: By local NGOs/CBOs based in Mexico

Section A: Organisational information and proposal summary

a) What is the name and address of your organisation?
b) Who is the main contact person and what are their contact details – name, job title, telephone number, fax number, e-mail address (where available)?
c) What is the name of the project?
d) In which country(ies) and region(s)/district(s) will the work take place?
e) Briefly what is the purpose of the project, the expected outputs and main activities?
f) How much will the project cost: including the total budget, the amount of contribution requested and any other major resource providers?
g) How long will the project take, including the timeframe for the work, and the anticipated start and end dates?

Section B: Rationale for the proposed work

a) What problem does the proposed work expected to solve?
b) How does the purpose of the work relate to this problem?
c) What experience do you and your partners have of working on these issues or in the country/area?
d) What lessons have you drawn on from past experience informing this work?

Section C: Project design

a) What are the goal, purpose, outputs and main activities of the project?
b) Who are the direct and indirect beneficiaries that will be affected or involved in the work?
c) Will the beneficiaries be involved in the project design and implementation?
d) What is the coverage of the project (area, number of people, etc.)?
e) How sustainable is this work in the long term beyond the requested resources?

Section D: Management and implementation

a) How will the work be implemented and managed, and by whom? What human resources and material inputs are available?
b) What other agencies are working in this area of work and how will you work with these organisations?
c) What is the overall timeframe of this work?

Section E: Monitoring, learning and dissemination of the findings

a) How do you intend to monitor and review the implementation of the work and assess the impact? What monitoring and evaluation arrangements have been made?
b) How and when do you intend reporting on the progress of this work?
c) How will you share the outputs and lessons drawn from your work?

Section F: Risk factors to be considered

a) What are the main risks that could affect the work's success?
b) How likely are these to happen and how serious would the consequences be to the work?
c) What measures have been/will be taken to minimise or mitigate potential risks?

Section G: Budgetary information and explanation

a) How long will the proposed work take to complete?
b) What will it cost?
c) How do the costs break down?
d) What other sources of funds and resources are there for this work?
e) Have you approached any other resource providers for all, or part, of this work?

Reference: Adapted from a resource mobilisation workshop held in Cuernavaca, Mexico, January 2001.

ACTIVITY

3.2. Aim: To learn techniques for developing the structure and content of winning proposals, and following up proposals with resource providers

Activity 3.2B: Following up a proposal

Instructions   Timing: 45 minutes

1 Working with the whole group, facilitate a brainstorm of all the possible reasons **why** a resource provider may not have responded to a proposal.

2 Divide the participants into mixed groups.

3 Ask each group to identify **how** they could follow up a proposal that has been delivered to a resource provider. (For example, telephone and ask about the timing of the decision-making process; write offering to provide more information, etc.)

4 Ask one group to present their work and ask the other group to add ideas that have not been included.

5 Facilitate a group discussion based on the following kinds of questions:

   ? Should an NGO actively follow up proposals? When is this most important?

   ? What factors influence how you follow up a proposal?

   ? Which follow-up method would be the hardest to undertake? Why?

   ? Who should take responsibility for proposal follow-up?

Example of Activity 3.2B: By local NGOs/CBOs based in Mongolia

Why a resource provider may not have responded to a proposal

! The resource provider has been too busy

! The resource provider has forgotten about the proposal

! The proposal did not arrive or did not reach the right person in the organisation

! The contact person has changed

! The current deadline has passed and the proposal will be considered in the next round

! The NGO did not provide contact details correctly

! The resource provider needs additional information

! A committee has to meet to discuss the proposal

! The resource provider is checking other references about the organisation

How to follow up a proposal

✔ Telephone the contact person

✔ Write a letter

✔ Send an e-mail

✔ Meet the contact person

✔ Ask informally during chance meetings

✔ Ask a friend in the organisation to follow up with the contact person

✔ Ask an influential colleague in another organisation to follow up

✔ Send additional information

✔ Send a greeting card on special occasions

✔ Ask the secretary of the contact person

✔ Ask other organisations if they have received a reply (if the resource provider follows a set funding cycle)

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

The photograph above shows facilitators and participants discussing the most diplomatic and effective ways to follow up proposals during a resource mobilisation workshop held in Dhaka, Bangladesh, February 2002.

ACTIVITY

3.3. Aim: To understand why it is important to involve resource providers in the HIV/AIDS work of NGOs/CBOs and how the relationship can be developed and maintained

Introduction

To maintain relationships with resource providers it is necessary to gain mutual trust over time. This relationship begins with thorough research on the resource provider and their priorities, and ideally evolves into a medium/long-term partnership in which both parties are in a 'win-win' relationship.

In these 'win-win' relationships the NGO/CBO offers a practical mechanism through which the resource provider can support a cause that interests them, while the NGO/CBO obtains financial, technical and in-kind support. These relationships can be more than merely matching needs with opportunities. The success of this kind of relationship may require constant nurturing and strengthening.

Instructions   Timing: 1 hour 30 minutes

1 Explain the aim of the activity to the participants.
2 Divide the participants into two groups. One group will represent NGOs/CBOs and the other will represent the resource providers.
3 In these roles, ask each group to develop two lists under each of the following questions:
  • Why it is important to involve resource providers in their NGO/CBO work?
  • How can the relationship be nurtured?
4 Ask each group to present their work in turn to the whole group.
5 Ask the participants to match the 'Hows' of the NGOs/CBOs and the resource providers to see whether there are overlapping actions that would benefit both groups.
6 Provide the participants with the Handout from the end of Section 3 and facilitate a discussion about the most effective ways of enhancing involvement of resource providers in the work of NGOs/CBOs based on the following kinds of questions:
  ? Which involvement mechanism is usually both the easiest and effective?
  ? In your current relationships with resource providers, do you feel confident presenting your NGO/CBO as an 'equal' in a strategic partnership?
  ? What else should be considered other than getting resources when developing a new partnership with a resource provider? (For example, the ethics of accepting resources from some resource providers, consider whether there is potential to provide more resources in the future.)

Example of Activity 3.3: By local NGOs/CBOs based in Mongolia

WHY

- To gain their trust
- To show them how their resources are being used
- To build up a relationship so that further resources may be provided
- To show off our work
- To gain supportive technical input
- To promote their understanding of the issues and circumstances
- To encourage them to fund others to do the same (replication)
- So that they may be more supportive when timelines change or things don't work
- To 'show off' the resource provider at resource mobilisation events

WHY

- To monitor the use of our resources
- To gain profile
- To assess possibility of future co-operation
- To monitor how activities may have changed
- To check and influence the quality of the work
- To be able to ask questions and get to know the beneficiaries
- To make contacts for possible future work
- To learn
- To find a market for our products and services

NGO

Resource provider

HOW

- Invite them officially to key events
- Send them publications
- Visit them to provide up-dates
- Invite them to informal meetings and social events
- Send them progress reports
- Ask them for advice and additional information
- Invite them on field visits/workshops
- Use their products/tools for our work
- Include their logos and acknowledge their contributions
- Provide interesting information and pictures
- Organise joint activities, e.g. research, exhibitions

HOW

- Visit the project
- Receive progress reports and updates
- See our logo used
- Have our name mentioned in events and activities
- Have our name mentioned in publications
- See our posters being used
- Asked for advice/input in reports, etc.
- Invited to attend key meetings on issues of concern
- Go on field visits and workshops when we have enough time

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

Handout
(Section summary) List of useful references and organisations for training and information on a range of resource mobilisation mechanisms and providers

✔ **The Foundation Center** www.fdncenter.org (most comprehensive information on philanthropy, has searchable archives, directories, etc.)

✔ **Council on Foundations** www.cof.org (association of grant-making foundations and corporations)

✔ **Center for the Study of Philanthropy** www.philanthropy.org (maintains a library of links to resources for fundraising researchers/practitioners)

✔ **Resource Alliance** (formerly International Fund Raising Group) www.ifrg.org.uk (works on capacity building for local resource mobilisation in nine regions around the world with a network of partners and volunteers)

✔ **Association of Fund Raising Professionals** (formerly National Society of Fund-Raising Executives) www.nsfre.org or www.afpnet.org

✔ **Association of Philanthropic Counsel** www.apcinc.org (has a directory of fundraising consultants)

✔ **Chronicle of Philanthropy** www.philanthropy.com (online version of the non-profit newspaper)

✔ **Internet Non-profit Center** www.nonprofits.org (information for, and about, non-profits)

✔ **FundraisingInfo.com** www.fundraisinginfo.com (advice, news from fundraising experts)

✔ **Foundations On-line** www.foundations.org (directory of grant-makers)

✔ **The Grantsmanship Center** www.tgci.com (for grant information and grantsmanship training)

✔ **Funders Online** www.fundersonline.org (to search Europe's online philanthropic community)

✔ **Funds Net Online Services** www.fundsnetservices.com (information about grant-makers, resources and news)

✔ **Venture for Fundraising** www.venture-asia.org (a non-profit organisation that serves the fundraising training and consulting needs of other non-profits)

Reference: Supplied by Venture for Fundraising, Philippines, February 2002.

Handout
(Section 3.1A) Meeting resource providers

Things to consider when meeting resource providers

TRY TO:

✔ Try to dress appropriately – a good rule of thumb is to dress like those in business

✔ Try to take documentation profiling your NGO or work to give to the resource provider

✔ Try to take a business card or full contact details to the meeting

✔ Try to keep your answers and questions as brief as possible

✔ Try to make sure you have planned what you want to ask for and make sure you actually ask for it!

✔ Try to leave the meeting with a clear next step, e.g. promise of sending a proposal, date for the next meeting or even an agreement to keep in touch

✔ Try to keep the conversation focused – keep shaping the conversation so that you can 'pitch' your proposed work, particularly if the meeting is short

✔ Try to be on time for the meeting

TRY NOT TO:

✗ Try not to keep the resource provider waiting

✗ Try not to criticise or question the resource provider's current or previous work

✗ Try not to provide conflicting information – stick to what you know

✗ Try not to assume that resource providers know the jargon and details of your area of work

✗ Try not to assume that resource providers don't know anything about your area of work

✗ Try not to focus your attention on one 'friendly' person in a group of resource providers, those who are the most sceptical are often the most important to win around

✗ Try not to give documents and/or concept notes to the resource providers at the beginning of the meeting as this often distracts them from listening to what you are saying

✗ Try not to criticise the work of others as a way of demonstrating the value of your organisation – this is often received badly

NGO

Resource provider

Handout
(Section 3.1A) Meeting resource providers

Group work example:

Information to provide the resource provider with

- ✔ Name and location of the organisation
- ✔ Organisation's mission and scope of work
- ✔ How the organisation implements and organises its work
- ✔ Past experience, including previous resource providers
- ✔ Organisation's reason for choosing to approach the resource provider
- ✔ What the resource provider will gain from providing resources to the organisation
- ✔ How the organisation generates its own resources
- ✔ Leaflet of the organisation
- ✔ Comparative advantage of the organisation
- ✔ Statistics about the problem to be addressed in the project
- ✔ Information about the project your want them to support (from the concept note)

Questions to ask the resource provider

- ? What are your particular programmatic areas of interest at the moment?
- ? What is the decision-making process in your organisation?
- ? How would you like to be involved in the work?
- ? Do your provide other resources than money?
- ? Can you give multi-year grants?
- ? Would you like to visit our organisation?
- ? Do you support implementing organisations directly?

Difficult questions the resource provider might ask

- ? Why did you choose to approach our organisation? Did you approach the government?
- ? Did you take into account all the risks associated with your project?
- ? What are the outputs of the project and when will they be produced? How will this be measured?
- ? What is the capacity of your organisation? How can you show that you will be able to carry out the proposed project?
- ? How will you continue after the resources provided have been used up? Are the project activities sustainable?
- ? What is the public perception of your organisation in your country?
- ? What will we gain by providing you with resources?
- ? How will you ensure that you are not duplicating the work of other organisations?
- ? How is this project different from others?
- ? Will the beneficiaries be involved in the project? How?
- ? How will you ensure the accountability of the resources we provide?
- ? Would you be willing to work in collaboration with other NGOs to implement this work?
- ? How would you demonstrate that you have transparent and well-managed financial systems?

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

Handout
(Section 3.2A) Developing a proposal

Group work example:

Section A: Organisational information and proposal summary
a) What is the name and address of your organisation?
b) Who is the main contact person and what are their contact details – name, job title, telephone number, fax number, e-mail address (where available)?
c) What is the name of the project?
d) In which country(ies) and region(s)/district(s) will the work take place?
e) Briefly what is the purpose of the project, the expected outputs and main activities?
f) How much will the project cost: including the total budget, the amount of contribution requested and any other major resource providers?
g) How long will the project take, including the timeframe for the work, and the anticipated start and end dates?

Section B: Rationale for the proposed work
a) What problem does the proposed work expected to solve?
b) How does the purpose of the work relate to this problem?
c) What experience do you and your partners have of working on these issues or in the country/area?
d) What lessons have you drawn on from past experience informing this work?

Section C: Project design
a) What are the goal, purpose, outputs and main activities of the project?
b) Who are the direct and indirect beneficiaries that will be affected or involved in the work?
c) Will the beneficiaries be involved in the project design and implementation?
d) What is the coverage of the project (area, number of people, etc.)?
e) How sustainable is this work in the long-term beyond the requested resources?

Section D: Management and implementation
a) How will the work be implemented and managed, and by whom? What human resources and material inputs are available?
b) What other agencies are working in this area of work and how will you work with these organisations?
c) What is the overall timeframe of this work?

Section E: Monitoring, learning and dissemination of the findings
a) How do you intend to monitor and review the implementation of the work and assess the impact? What monitoring and evaluation arrangements have been made?
b) How and when do you intend reporting on the progress of this work?
c) How will you share the outputs and lessons drawn from your work?

Section F: Risk factors to be considered
a) What are the main risks that could affect the work's success?
b) How likely are these to happen and how serious would the consequences be to the work?
c) What measures have been/will be taken to minimise or mitigate potential risks?

Section G: Budgetary information and explanation
a) How long will the proposed work take to complete?
b) What will it cost?
c) How do the costs break down?
d) What other sources of funds and resources are there for this work?
e) Have you approached any other resource providers for all, or part, of this work?

Reference: Adapted from a resource mobilisation workshop held in Cuernavaca, Mexico, January 2001.

Handout
(Section 3.2A) Developing a concept note

Some resource providers may prefer to consider a concept note before a full proposal (see below). This can save both parties valuable time and resources. A concept note is a short paper (2-3 pages) describing the essential elements of the proposed work. A resource provider can use a concept note to determine whether the proposed work meets their criteria before requesting a more detailed proposal. The following example framework for a concept note can be discussed or handed out.

Example concept note format

Section A: Information about your organisation

a)   Name and address of your organisation
b)   Main contact person – name, job title, telephone number, fax number, e-mail address (where available)
c)   When was the organisation established and how did it come into existence?
d)   What are the mission, goals and objectives of the organisation?
e)   What is the organisational structure and staff?
f)   What are the organisation's main sources of funding?
g)   What prior contact, if any, with the resource provider?

Section B: Information about the proposed work

a)   What problem does the proposed work aim to address?
b)   What does the proposed work intended to achieve and how will this be done?
c)   What activities are likely to be undertaken?
d)   How did the proposed work originate, whose idea was it?
e)   What lessons from past have been used to inform the design of the work?
f)   What added value can the organisation brings to solving this problem?
g)   How long will the proposed work take to complete?
h)   How much will it cost?
i)   Which other resource providers have been approached to support part, or all, of this work?

Handout
(Section 3.3) Maintaining relationships with resource providers

WHY (NGO)

! To gain their trust
! To show them how their resources are being used
! To build up a relationship so that further resources may be provided
! To show off our work
! To gain supportive technical input
! To promote their understanding of the issues and circumstances
! To encourage them to fund others to do the same (replication)
! So that they may be more supportive when timelines change or things don't work
! To 'show off' the resource provider at resource mobilisation events

WHY (Resource provider)

! To monitor the use of our resources
! To gain profile
! To assess possibility of future co-operation
! To monitor how activities may have changed
! To check and influence the quality of the work
! To be able to ask questions and get to know the beneficiaries
! To make contacts for possible future work
! To learn
! To find a market for our products and services

NGO

Resource provider

HOW (NGO)

! Invite them officially to key events
! Send them publications
! Visit them to provide up-dates
! Invite them to informal meetings and social events
! Send them progress reports
! Ask them for advice and additional information
! Invite them on field visits/workshops
! Use their products/tools for our work
! Include their logos and acknowledge their contributions
! Provide interesting information and pictures
! Organise joint activities, e.g. research, exhibitions

HOW (Resource provider)

! Visit the project
! Receive progress reports and updates
! See our logo used
! Have our name mentioned in events and activities
! Have our name mentioned in publications
! See our posters being used
! Asked for advice/input in reports, etc.
! Invited to attend key meetings on issues of concern
! Go on field visits and workshops when we have enough time

Reference: Adapted from a resource mobilisation workshop held in Ulaan Baatar, Mongolia, February 2001.

Your notes

International HIV/AIDS Alliance

Supporting Community Action on AIDS in Developing Countries

DFID Department for International Development

USAID

MERCK